Success Africa
Partnership for Decent Work - Improving Peoples' Lives
2nd Volume
Foreword

Across Africa there is a growing recognition that employment and empowerment are the keys to breaking the bonds of poverty and promoting dignity for all. And throughout the continent, there are successful efforts taking root that are grounded in African initiative, energy and creativity.

Success Africa is an attempt to share some of those stories and describe what can happen through the coordinated efforts of governments, employers’ and workers’ organizations, international agencies and donors to make decent work a reality. It offers a chance to learn about innovative efforts to support more people living in poverty with the tools to build better lives for themselves and their families.

This publication brings together 38 cases of successful activities to promote employment generation and other aspects of decent work as a means of improving people’s lives. This is far from being an exhaustive compendium of success in Africa. Instead, the stories represent a cross-section of challenges, ideas and activities. It includes: micro health insurance schemes in Central and West Africa, cooperative initiatives in East and West Africa, and social dialogue processes in Southern Africa. It describes collective initiatives to fight the worst forms of child labour, to rehabilitate the victims of child labour in North Africa, and to reintegrate former child soldiers into society in Central Africa. The collection also includes examples of employment creation through sustainable waste management in Eastern Africa, and through environmental regeneration in the Horn of Africa.

Some of the success stories also highlight that high employment creation potential of labour-based investment does not result from additional investments, but rather from careful choices of technology made in the framework of existing investment budgets. This means that the introduction of sustainable technology choices - i.e. the introduction of labour-based methods into current mainstream investment policy creates employment and reduces poverty in a structural and financially sustainable manner.

The stories are not comprehensive accounts of projects activities but provide a brief summary of decent work-related challenges, how a response was organized and what results were realized. The stories were not written to applaud the achievements of any individual government, organization or donor. While such applause is well-warranted, the purpose is to provide ideas for those working to reduce poverty through decent work in all parts of the continent. In this way, Success Africa is more than just a chronicle of past and present activities. Its real value lies in the ideas and inspiration it provides for the future. We invite you - as government leaders, policymakers, members of workers’ and employers’ organizations, and community actors - to utilize this compilation and see it as a work in progress. Use it. Exchange views. And, together, let us build on it.
Introduction

This is the second in the Success Africa series. The first one entitled Success Africa Reducing Poverty through Decent Work, 30 stories was published in 2004 as ILO’s contribution to the Social Partners’ Forum organized in conjunction with the African Union Extraordinary Summit on Employment and Poverty Reduction which took place in September 2004 in Ouagadougou. The publication was very well received by ILO’s constituents and development partners because it presented a creative and positive partnership between the ILO and other development agencies in reducing poverty through decent work.

The current publication, Success Africa, Partnerships for Decent Work - improving people’s lives focuses more thoroughly on the comparative advantage of the Decent Work Agenda in creating jobs, generating wealth and preserving dignity - all ingredients for improving people’s lives.

Here are 38 authentic stories of projects and programmes where the ILO and its social partners are working hand in hand with national governments, local authorities, development partners, cooperatives, local and international NGOs, local communities and enterprises to bring positive change to people.

The 38 stories have been grouped into seven chapters whose titles are related to the world of work. The seven titles summarize, in a nutshell, how the partnership for Decent Work improves peoples’ lives: harnessing entrepreneurship, creating jobs, mobilizing self-help, extending social protection, advancing workers’ rights, promoting social dialogue, eliminating child labour and combating HIV-AIDS.

The activities cover the lengths and breadths of the African continent: from Morocco to South Africa; from Senegal to Madagascar, and many countries in between. Whether it is health insurance for informal economy workers in Benin or rehabilitation and reintegration of victims of the worst forms of child labour in Cameroon; whether it is cooperative promotion in Ethiopia and the Sahel region or Local Economic Development initiatives in Morocco; whether it is job creation through sustainable waste management in Somalia or innovative business development services in Uganda, one thing is common: they are all working to improve the lives of people; doing the best for the people and bringing out the best from people.

Many of these projects and programmes have a direct impact on national and institutional policies that will enhance sustainable development.
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Harnessing Entrepreneurial Potential
East Africa
Kenya, Tanzania and Uganda

1. Improving livelihoods through partnership in solid waste management

Employment creation involving public-private partnership in municipal service delivery has been applied in 11 municipalities/cities in Kenya, Uganda and Tanzania, targeting municipal/city staff, SMEs, Community Based Organizations (CBOs), NGOs, informal economy operators and local training institutions. The project described here focused its efforts and resources on employment creation through pro-poor urban services on public-private partnership approaches.

Partners, strategies and activities
The 30-month programme has been funded by DFID and is being implemented through the ministries of local government and local authorities in the three countries. The programme has been implemented in collaboration with UNIDO, UN-HABITAT and UNDP. Other partners include municipal/city authorities, SMEs, and CBOs. The project has worked towards establishing a solid waste recycling centre for employment creation and income generation. It has also facilitated knowledge sharing, as well as replicating and up-scaling Local Economic Development. It has helped organize private service providers to form associations that have been supported and strengthened so that they are able to bargain collectively and negotiate with the municipal authorities for improved partnership.

Results and success factors
The major achievement of the programme has been its contribution to poverty reduction by improving the living conditions of poor urban women, men and youth. At the end of the programme, 4000 jobs had been created and 107 enterprises were engaged in solid waste collection and recycling. A profile of waste workers by an ILO consultant in early 2005 shows that the waste sector attracts the segment of society that could hardly find alternative employment in the labour market; these are mainly poor households and
The cleanliness of the urban centres where the programme has been implemented has been improved; waste collected and disposed on official waste dumpsite has dramatically increased. Solid waste collection services are now accessible to unplanned poor areas that did not enjoy such services before. Municipal authorities are making significant savings since the private sector that is managing municipal solid waste management is financed directly by the beneficiaries of the services.

In most of the municipalities where the programme was working, more than 50% of the wards have contracted CBOs and SMEs for waste collection. In these areas child labour has been eliminated as children are no longer engaged in waste collection. Through sensitization of the service providers, the working condition of waste collectors has been improved. Occupational health and safety measures are also being seriously taken up by the service providers.

The programme was successful in achieving its objectives because of its commitment to strengthen the capacity of its partners and service providers through training, networking and organizational development.

Other factors that contributed to the success of the programme include the familiarity with and support for privatization; commitment and cooperation with stakeholders - including policy makers, and the fact that the programme was in line with the Poverty Reduction Strategies of the three countries.

**Policy impact**
In June 2006 the programme organized, in collaboration with the Association of Local Authorities in Tanzania, the Urban Forum on the theme “Towards Integrated Solid Waste Management Strategy in Tanzania”. The main actors and policy makers at Local Government level in Kenya, Uganda and Tanzania came together to share experience and contribute ideas for a national strategy to improve solid waste management with the goal of creating more employment for the urban poor. Case studies on good practices in managing solid waste were presented from successful cities such as Mwanza and Moshi which had been previously named the two cleanest cities/municipalities in Tanzania. This was a major step in advocating for policy formulation. A task force has been formed, supported by the Ministry of Local Government, with input from the ILO, which is working on the formulation of the strategy and later on, a policy in Tanzania.

**Up-scaling**
The programme has the potential to improve people’s lives through the waste sector and other pro-poor urban services by unlocking their job creation and income generation potentials within the sectors. It can also reduce existing vulnerabilities due to globalization which has changed labour markets and labour relations to the extent that increasingly, school leavers are not coping with technological changes and cannot compete in the labour market.
Public-private partnership approaches in other pro-poor urban services such as community labour-based infrastructure upgrading, water and sanitation can be developed and scaled-up to other urban centres in East Africa.

**Potential for replication**
Dar es Salaam, Mwanza and three other municipalities in Tanzania are made cleaner by implementing the PPP approach. The ILO is technically supporting this strategy, focusing not only on improving collection and disposal of waste, but also on promoting employment opportunities and supporting income-generating activities for community-based enterprises involved in waste collection and recycling.

The ILO strives to ensure that waste collection jobs are safe and productive for both women and men. Waste collection is gradually being transformed into decent work and so far, the ILO has received official request for support from several municipalities in Tanzania and the Ministries of Local Government Uganda and Kenya to extend the programme to more municipalities.

Web site: [www.ilo.org/eiip](http://www.ilo.org/eiip)
East and Southern Africa
Ethiopia, Kenya, Tanzania, Uganda and Zambia

2. Women's entrepreneurship development and gender equality

Small enterprise development is central to promoting employment and thereby alleviating poverty in Africa. Although entrepreneurship development programmes are instruments for sustainable poverty reduction for most, to be equitable they must be designed to take into full account the needs of women. The outcomes and follow up of the Ouagadougou Summit on Employment and Poverty Alleviation in Africa underscore the concern that women often do not benefit as much as men from generic entrepreneurship development programmes.

In response to this reality, women's entrepreneurship development is a priority for the ILO in the Africa region. A specific programme in the Job Creation and Enterprise Development Department, Women’s Entrepreneurship Development and Gender Equality’ (WEDGE), promotes women's entrepreneurship development and mainstreams gender into small enterprise development programmes.

ILO’s WEDGE theme is predominantly funded by the Irish Government, through Irish Aid, under a Partnership Agreement. In Africa, the first WEDGE Programme under this agreement (2001-2004) worked in three countries: Ethiopia, The United Republic of Tanzania and Zambia. The African Programme is now in its second phase (2005-2007) and is decentralised to the ILO Sub Regional Office in Addis Ababa and covers in two additional countries; Kenya and Uganda. It also has extended its target group to actively...
include women entrepreneurs with disabilities through a component called ‘Developing Entrepreneurship Amongst Women with Disabilities’.

**Partners, strategies and activities**

WEDGE has involved the ILO in supporting women entrepreneurs and women entrepreneurs with disabilities by developing a knowledge base, promoting advocacy, building the capacity of local representative associations, promoting market access, developing support services, and actively seeking strategic partnerships. In each of the five country projects, Programme Advisory Committees have been established. National organizations of workers and employers play significant roles in these Committees. In Uganda, the WEDGE programme is being implemented through the Federation of Ugandan Employers and in Kenya through the Federation of Kenya Employers.

In all the programme countries, ministries responsible for labour and social affairs and enterprise development actively participate and benefit from WEDGE activities. The collaboration of ministries that promote small enterprise development in the WEDGE programme brings gender to the heart of national small enterprise policy development. The programme has supported mainstreaming gender in the small enterprise development policies of Ethiopia, Kenya and the United Republic of Tanzania. To ensure that the gender components of the new Tanzanian micro and small enterprise development policy were implemented effectively, the Tanzanian Ministry of Trade, Industry and Marketing requested the technical support of WEDGE. As a result WEDGE developed and used an organizational tool with the Ministry to check and develop the gender capacity of the institutions and organizations that will be implementing the policy. As a result the capacity of policy implementation agencies, such as the Small Scale Industries Organization, to take into account the gender issues in enterprise development was improved.

**Results and success factors**

The capacity building of service providers using tailored tools and methodologies is at the core of WEDGE activities. It is used as a means to reach a larger number of ultimate beneficiaries and capacity building activities are undertaken with private service providers, women entrepreneurs’ associations, micro-finance institutions, local government administration, disabled persons’ organizations and training institutions. The management skills of leaders of the organizations are improved; training of trainers undertaken; market research carried out; and ‘learning by doing’ enacted.

Following the strategy of including representative associations in addition to traditional ILO constituents the WEDGE Programme strives to build the capacity of women entrepreneur associations and disabled persons organizations to be able to offer relevant services to their members and act as lobbying and advocacy instruments for women entrepreneurs.

In Ethiopia, Tanzania and Zambia the WEDGE programme has also provided training in engendered business development services facilitation to sixteen associations of
women entrepreneurs and disabled persons who have in turn facilitated business development services to over 160 women entrepreneurs and women entrepreneurs with disabilities.

ILO’s WEDGE Programme has become a centre of expertise in women’s entrepreneurship development and, increasingly, in developing entrepreneurship amongst women with disabilities. This expertise has lead to several key successful development strategies, namely:

- Actively pursuing a strategy of research into the real situation of women entrepreneurs and their enabling environment.
- Innovating enterprise development methodologies to meet the specific needs of women entrepreneurs or to address, often unintentionally, discriminatory practices by small enterprise service providers and policy makers.
- Developing tools and guides that lead development partners to more and better policies and service delivery for women entrepreneurs and women entrepreneurs with disabilities.
- Testing and adapting those tools and methodologies for replication in other development environments and countries.

One example of this process is the development of the 'Improve Your Exhibiting Skills' (IYES) training. Originally the aim of the IYES initiative was to improve market access for women entrepreneurs in Ethiopia. However, as a result of the success of the initial innovation in Ethiopia, IYES training has been extended to 275 women entrepreneurs and women entrepreneurs with disabilities in Ethiopia, the United Republic of Tanzania,
Uganda and Zambia, who have also participated in local and international trade fairs. As a sustainability strategy for IYES, 24 trainers from partner organizations specialising in enterprise training, such as the Ugandan Small Scale Industries Association and the Tanzanian Small Industries Development Organization, have been trained as trainers in IYES.

Assessments of the work of the Programme to include women entrepreneurs with disabilities in all WEDGE activities indicate that the simple act of inclusion of women entrepreneurs with disabilities in the IYES training makes them feel more confident and enabled to compete with women entrepreneurs without disabilities. The assessments also suggest that they are commanding better prices for their products by trading alongside other entrepreneurs rather than being exploited by buyers who see them as being powerless to negotiate.

Replication and up-scaling
The WEDGE programme has broadened and strengthened its outreach by on-going collaboration within the ILO and with other UN agencies and development banks. For example; a partnership with the African Development Bank (ADB) has lead to joint ILO-ADB reports on the situation of Growth Oriented women entrepreneurs in Ethiopia, Cameroon, Kenya, The United Republic of Tanzania and Uganda. In Kenya the findings of the joint report have lead to a partnership between the ADB and the ILO where the latter has secured additional funding to provide support to women entrepreneurs and their associations using the tools and methodologies developed by WEDGE.

Opportunities for up-scaling the WEDGE programme in Africa are numerous. Requests for technical support in WEDGE have come from, among others, ILO constituents in Mauritius, Nigeria and South Africa. Requests by the ADB to develop the ILO-ADB partnership further and extend to other African countries such as Cameroon and South Africa also mean that the potential to increase WEDGE’s outreach and reputation as a centre of expertise could be increased by actively pursuing partnership opportunities. With a relatively small budget of 4.5 million US dollars for five countries over three years, the ILO-Irish Aid Partnership Programme has been careful in the choice of development strategies in order not to dilute the impact of the programme over too many countries or activities. However, with adequate resources the programme could not only extend its geographical reach but also deepen its impact on a national and regional level.

WEDGE Website: www.ilo.org/seed then click on Women’s Entrepreneurship Development
Egypt

3. Continuous apprenticeship programme

Well managed apprenticeship can provide a second chance for decent work to youth, a major concern in most African countries, particularly school dropouts. A Programme on Continuous Apprenticeship helps achieve a smooth transition from education to work, sets standards for training and provides apprentices theoretical and practical training, as well as work experience. It is run in cooperation with Egypt's Ministry of Manpower and Migration (MOMM), but works closely with employers and other key stakeholders. A pilot phase started in 2002 in three governorates - Geni Suef, El Fayoum and El Gharbia - and was then extended to three others - El Minya, Sohag and Kafr El Sheikh.

Partners, strategies, activities

This Programme introduced a dual system of training lasting three years. In the first two apprentices receive practical instruction in training centres for some 24 hours a week; and for 1 - 2 years, they undergo on-the-job training in a company through an apprenticeship contract signed by their employer, their parent or tutor and a public authority. At the end of the apprenticeship graduates receive a diploma that is equivalent to those of graduates from technical secondary school. Emphasis was also placed on building a training continuum, and introducing a life-long learning process.
The strategy of this Programme rests on four pillars:

- Combining a bottom-up and a top-down approach through the formation of a National Steering Committee that provides the main guidelines and helps exchange of experiences; a Local Steering Committee responsible for implementing and managing the project; and a decentralized Management Unit, in charge of pedagogical, administrative and financial matters.
- Ensuring community participation, through the involvement of all partners in the processes of needs assessment and project design and implementation.
- Decentralizing project management through the creation of a unit responsible for managerial and financial issues.
- Promoting the fund-raising capabilities of stakeholders and developing funding mechanisms at the local level to guarantee project sustainability.

Special attention was paid to building partnerships by involving all stakeholders in the definition of needs, objectives, programmes and strategies. Thus, the National Steering Committee involved the Ministries of Manpower and Migration, Industry, Youth, Social Affairs, Education, Construction; the Federation of Egyptian Industries, some Employers, NGOs, and international partners; and the Local Steering Committee was formed under the patronage of the Governor, in cooperation with the Labour Directorates and comprised all concerned social partners, employers and NGOs.

The choice of governorates was based on different factors: high local rates of poverty, illiteracy and unemployment. Occupations were selected through a participatory process involving all stakeholders. Thus, in Beni Suef, the project chose mechanic and electrical maintenance, welding and metal construction; in Fayoum, carpentry; in Gharbia, clothing; in Minya, garment; in Sohag construction-related activities; and in Kafr el Sheikh, welding, mechanics and electrical works.

Support and personal involvement of employers were a key success factor. Partnerships with all stakeholders was also key to develop training programmes for trainers and craftsmen, ensure quality management of training through the development of new curricula, and guidance on how to start self-directed activities, awareness building on occupational safety and health, and how to address concerns in this area.

**Results**

The pilot projects’ main achievements were the recruitment of most of the 390 apprentices who completed their training by their respective craftsmen /enterprises, as skilled workers. The remaining 45 trainees opted for self-employment, through sub-contracting arrangements with their trainers. Indeed, each trainee received a toolkit or sewing machine to encourage him or her to envisage self-employment.

**Up-scaling**

A mid-term evaluation of the pilot projects in the first three governorates showed highly satisfactory results. It was strongly felt by partners that this experience be extended to different occupations and sectors.
Potential for replication

The Continuous Apprenticeship Programme can be replicated within and outside Egypt. In fact, it is now a major component of a $5 million project funded by US Department of Labour (USDOL) on “Combating Exploitative Child Labour Through Education”, that ILO is implementing in partnership with WFP and UNICEF. The African Development Bank is also envisaging mainstreaming this Programme into its 2008-2011 education strategy for Egypt.
Ghana

4. Working out of poverty in Ghana
Promoting decent work in the informal economy

Even though men and women dependent on the informal economy are the second largest and fastest growing group of the poor in Ghana, their specific needs were hardly addressed in national policies and programmes - not even the Ghana Poverty Reduction Strategy (GPRS), which is the key framework for policy integration and resource allocation. But thanks to a project launched in 2003 through collaboration between the ILO and other partners, the needs of informal economy workers have been put in perspective and concrete action taken to improve livelihoods by promoting quality employment and creating income opportunities in micro and small enterprises in the informal economy. This project, like many of its kind, was part of the broader Decent Work and Poverty Reduction agenda of the ILO.

Partners, strategies and activities
The three-year project (2003 - 2006) was implemented by the Ghana's Ministry of Manpower, Youth and Employment (MMYE) and the Ministry of Local Government and Rural Development (MoLGRD). Partners were the ILO-Netherlands Partnership Programme (NPP) and the Government of Ghana (GoG) The Social partners comprised the Ghana Employers' Association, The Trade Union Congress of Ghana and the Social Investment Fund.
A budget of US$ 957,690.- was put up by the ILO-NPP and the GoG. At the national level the project targeted the Government through the MMYE and MoLGRD) while at the local level it targeted informal economy operators in the medium, small and micro enterprises (MSMEs), women and persons with disabilities (PWDs). At the national level the project helped build awareness on the need to remove the Decent Work deficits in the GPRS I and built the capacity of the ILO constituents to be able to contribute and influence the development of the GPRS II.

Collaboration with the national partners was enhanced by the creation, through the initiative of the project, of Sub-committees on Productive and Gainful Employment (SPGEs) with which the project worked closely.

A wide range of activities designed to shape policy on decent work and employment creation, poverty reduction and development of MSMEs in the informal sector were organized by the project during the three years of its existence. So too were training programmes designed to impart knowledge and skills on relevant topics to the targeted groups. These included awareness raising workshops on decent work in the informal economy; capacity building for SPGE members; community awareness raising on needs of persons with disabilities; contract management and monitoring; training of trainers in small business associations, and training of members of small business associations. Others were stakeholders’ forum on the informal economy; business management skill development - including production and packing; stakeholders’ forum on promoting quality business development services and development of business training materials. The project also assisted in the development of the National Youth Employment Programme which was later merged with ILO-STEP (Strategies and Tools against Social Exclusion and Poverty).

Policy impact
The project has helped to put in place integrated and tested policies for the development of employable skills and promotion of micro and small enterprises that offer equal opportunities to women and men, buttressed by policy instruments and operational tools for their implementation. Equally important, the project has responded to ILO’s cross-cutting objectives of policy integration, poverty reduction and gender equality.

Results and success factors
In its relatively short lifespan the project has had some impressive results; here are some highlights.

- ILO constituents and relevant national actors have demonstrated a capacity to formulate, negotiate and implement policies and programmes for poverty reduction through enhancing employable skills and reducing decent work deficits in micro and small enterprises in the informal economy. The project assisted the Ministry of Manpower Development and Employment to complete the monitoring system for its 'Skills Training and Employment Placement' programme and provided support for engagement in the review of the Ghana Poverty Reduction Strategy I.
• The capacity of the national ILO constituents, their partners and local governments have been enhanced so that they are now able to design and implement interventions and deliver services to the targeted groups.

• Through the SPGEs the project has registered 4,500 businesses in the districts - including MSMEs and developed a database for them, grouped them into business associations, developed and used manuals to train Small Business Associations in governance and service delivery to their members.

• Major business areas were studied and where decent work deficits were identified training programmes were recommended and implemented. Among such areas were: association building and management; business management skills and technical training to improve quality, quantity, and packaging of products and services.

• District Enterprise Development Centres were established in the two districts where enterprises could obtain business information on markets, sources of funding, training programmes and information on the development partners at local, national and international levels. Simultaneously a District Enterprise Development Fund was created in each of the two pilot districts. The project provided a seed capital of US$ 30,000.- for each district, which has been matched by each District Assembly with funds from their own internally generated sources. Small Business Enterprises operators trained under the project are now allowed to borrow money from this Fund upon being recommended by the SPGEs. The SPGEs are also allowed to utilize part of the Fund in their business development activities such as establishment of savings and credit cooperatives (also known as SACCOs or Credit Unions).

• The Project has assisted the SPGEs in each district to establish their own savings and credit cooperatives (Credit Unions) - Edwumapa (Decent Work) Credit Union has plans to raise capital for the MSMEs to enable them grow and transit from informal to formal economy. This is very important as the current credit arrangements available (SIF, Rural Banks) lend on short term basis - usually 6 to 12 months - while small business operators need longer term credit of 5 - 10 years. The Ajumako-Enyan-Essiam District Assembly Cooperative Credit Union started operating in June 2006 with 200 members and within a month they had raised savings amounting to US$2,400.- At the time of this reporting it was growing fast.

• In the project districts, as elsewhere in the country, women are disadvantaged in many respects. The project took it upon itself to mainstream women in all its activities. Out of about 1,000 people trained by the project in various training programmes 75% were women; out of 540 people including PWDs who had received credit by July 2006, 80% were women. As a direct result of the project there has been improvement in the quality of life, reduction in child labour and increased access to healthcare arising from more women now joining the National Health Insurance Scheme.
Up-scaling and replication
The project has made significant contribution to the generation and sharing of knowledge and skills for its defined target population. It has influenced policies on decent work, employment and poverty reduction. It has helped improve the livelihoods of the target groups. A wide scope exists for the work already initiated to be strengthened and expanded to cover other areas of enterprise not fully addressed by the project. Savings and credit cooperatives, for example, have a great potential among workers not only in the informal but also in the formal economy, and certainly among civil servants and other salary earners. Awareness building on the concept of decent work needs to be pushed further to reach more informal economy workers. Action against social exclusion and poverty need to be stepped up and fought with sustained vigour in Ghana as in the whole world of work. As for replication, there is no doubt that the approach used in this project, which is based on ILO’s vast experience, can be replicated elsewhere in Ghana as indeed in other parts of the continent.

Website:
Morocco and Tunisia

5. Initiatives in Local Economic Development

Youth unemployment, migration, regional development. Three pressing challenges in many African countries, one pragmatic answer to them: local entrepreneurship. If suitably promoted, it can generate employment, contribute to local economic development and poverty reduction. Recognizing this potential, the governments of Morocco and Tunisia, ever receptive to good ideas that provide solution to the challenges of unemployment and development in their countries, have been collaborating with the ILO and the Italian Government in a pilot project to assist in creating and developing micro and small enterprises (MSEs) by raising the awareness and the capacity of local actors by putting in synergy local competencies and by building the capacity of entrepreneurs in business skills through training and other services.

Partners, strategies, activities
The projects cover the two countries and target existing and potential entrepreneurs, the actors involved in employment and enterprise promotion, and those who influence policy at national level. In Tunisia it works in Jendouba, Le Kef, Siliana and Béja governorates that cover the entire North-West region. In Morocco it is implemented in Settat, El Jadida and Tétouan provinces. Funding for the Project in the two countries is secured through the Italian Cooperation.
As an effective way of delivering programmes to each of its defined targets, the project has adopted the following three-tier approach: at the micro level it has been studying, developing and adapting services, tools and guidelines for micro and small enterprises. At the meso level it has carried out studies, provided advisory services and implemented capacity building programmes for local institutions from both private and public sectors that are involved in employment and enterprise development. At the macro level it has focused on policy recommendations for employment pro-motion through small enterprises, based on the experience developed at micro and meso levels.

Developmental problems addressed by the project include unemployment - particularly as it relates to youth - migration, regional development, as well as requests from government and employers' organizations for support in setting up employment policies, self-employment and enterprise creation.

The implementation strategy of the projects entails putting in synergy local capacities and resources by promoting a knowledge of the environment, active involvement of the local actors, direct support to MSEs, capitalization and dissemination of the experience gained in the course of implementing the project in the two countries.

**Results**

Entrepreneurs have benefited from a set of business development services, including training and development of methodologies and techniques, while awareness raising in the area of employment and enterprise development for programmes directed to local actors has allowed them to learn how to work in synergy with other actors.

Thanks to the project, 439 enterprises have been created so far: 170 of them in Morocco and 269 in Tunisia. A total of 1,875 persons have undergone training through the project, 1011 being potential entrepreneurs, 713 entrepreneurs and 151 Trainers.

Local structures such as chambers of commerce, handicraft groups and NGOs, have also been able to upscale and up-grade their capacities and their skills through the project’s intervention.

Most of the enterprises created by the projects (and still existing) have been created by unemployed young people (around 50%) and women (around 20%). So far the project has created 582 jobs in Tunisia and 500 in Morocco. The lives of these people improved because they now have an income. Moreover, they pride in their self-employed status which, at the local level, they prefer to employee status.

A generally positive environment exists at the national and local levels in the area of employment and enterprise. Close collaboration with and support from governments and other partners in the areas of policy, employment, emigration and enterprise development has been valuable in enhancing the per-formance of the project. The fact that the ILO is highly regarded in the two countries, that it has managed to raise the needed funds, and that it employs in those projects very capable and highly motivated staff, also contributed to the success of the project.
Policy impact
On the basis of the experience gained at micro and meso levels, the project will be able to make policy recommendations to national decision-makers based on the empirical lessons learnt in the course of project implementation.

Up-scaling
Potential for up-scaling exists and it is possible if adequate resources, both human and financial, are allocated. At the moment, the project is at the stage of preparing a synthesis of the second phase, focusing interventions primarily on institution building. It will also incorporate some key policy recommendations.

Potential for replication
This project has already been replicated at national level, both in Morocco and Tunisia. The same approach will be extended to Algeria, starting in mid-2007; and there is a growing demand for replication in other countries.

SEED Website: www.ilo.org/seed     LED Website: www.ilo.org/led
Uganda

6. Educating rural MSME entrepreneurs and farmers by FM radio

In Uganda, lack of skills, inaccessibility to business development services and costs relating thereto, poor access to market information on product standards and a poor regulatory environment are some of the factors constraining medium, small and micro enterprises (MSMEs). Aware of this the Government of Uganda in its revised Poverty Eradication Action Plan 2004/5 - 2007/8, is collaborating with the ILO through its Ministry of Gender, Labour and Social Development in implementing the FIT-SEMA Project.

The project whose first phase ended in December 2005 is implementing its second phase funded by the Swedish International Development Agency (SIDA) for another three years.

It is working in Northern Uganda to provide relevant and timely information on agribusiness and farming. As peace starts to return in a region that has been afflicted by war for 20 years, and with many people still living in camps, radio is a vital medium in reaching rural communities with information on income generation.

Partners and activities
Working with radio stations and other organizations such as Northern Uganda Media Club, National Association of Broadcasters, the Local Government, Council for Economic Empowerment of Women in Africa (CEEWA), the Federation of Ugandan Employers and Ugandan media research companies, among other partners, the project
undertakes to strengthen the level of sustainability in existing small business programmes. It is broadening the coverage of these programmes and enhancing the flow of information from the Government, the private sector, media and donor agencies to support the continuous flow of information. The project uses radio as the major source of information to inform its audience of micro and small business entrepreneurs about market opportunities, commodity prices, and setting up and running a business.

**Results and success factors**

A liberalized media environment that supports broadcasting in local languages within the country has been an important factor in reaching the people with information that is vital to their livelihoods, and in a manner that they can comprehend the message, regardless of literacy levels of the audience.

Since December 2005 small business programmes have been mainstreamed into the programme line-up of commercial radio stations, with 55 of them currently airing such programmes. The project has also built the capacity of radio stations to be able to deliver information in a timely, consistent manner.

Radio Journalists have been trained in interviewing, investigating and gender sensitive programming, while capacity building has been extended to consultants working with the project in order to respond to the needs of the radio stations. Sustainability is assured for the consultants as they offer services on a fee basis.

Specific testimonies from individual farmers in Rakai district indicate that the farmers formed a Listeners' Group after learning that organized farming was more profitable. As a result, the group established a three-acre cassava plantation as a group and an additional half an acre for each individual for the market and food security.

**Policy impact**

The project has contributed to policy formulation at the local government level by providing a platform for the small businesses to voice their concerns (in the first voice) that in turn is picked up by the various policy makers and vice versa. Through such dialogue, policy makers are able to know which policies restrict the smooth running of businesses and consequently, some policies are repealed while others are revised.

**Up-scaling**

A nation-wide survey conducted by the project in June 2005 found that 7 million listeners at the time confirmed having tuned to the programmes; some of them had actively contributed through letter writing, phone calls and listener group meetings.

**Potential for replication**

Given the positive results of the first and second phases of this project in Uganda and the wide experience of project staff who have worked with similar projects in Zambia, there is viability and potential for replicating the project in other parts of the country and elsewhere in Africa.

SEED Website: [http://www.ilo.org/seed](http://www.ilo.org/seed)
Zimbabwe

7. Sustainable business development services for SMEs

In Zimbabwe as in the rest of Africa, delivery of support services to micro, small and medium enterprises is often hampered by lack of accurate information on the number of SMEs in the country, their sectors and contribution to employment creation, exports and national economic development. Equally inhibiting is lack of information on the social and economic impact of HIV/AIDS on SMEs to facilitate programme intervention. SMEs are also adversely affected by non-representation in social dialogue forums at national level, an anomaly that hinders discussions of issues affecting their growth and development.

A project addressing these problems was implemented in Zimbabwe during the years 2005 and 2006. Entitled Sustainable Business Development Services for Micro, Small and Medium Enterprises, the project targeted SMEs in Zimbabwe, focusing mostly on those in urban and peri-urban areas.

Partners, strategies and activities

The Zimbabwe Ministry of Small and Medium Enterprises Development was responsible for the implementation of the project, with UNDP as a partner. The Government of Austria contributed the sum of USD 122,554.- towards the budget. The social partners were involved in a number of ways - including consultations before the project commenced; facilitating at training seminars, supporting data gathering activities and involvement in all interventions to enhance capacity.
In addressing the problems already described the project carried out the following activities:

- A national database of SMEs in Zimbabwe was developed
- A study on the impact of HIV/AIDS on SMEs in Zimbabwe was conducted
- Training workshops for SME business association leaders on social dialogue and association building were organized
- Support was given to help build the capacity of partner institutions to the Expand Your Business programme

**Results and success factors**

SME associations have now been strengthened through the training and capacity building interventions provided to their leaders. They are now aware of their contribution to employment creation and their important role in the national economic development, knowledge that strengthens their bargaining position. Growth oriented enterprises (larger SMEs) have been training in the EYB programmes and have developed strategies for the growth of their businesses.

**Capacity building among beneficiaries, partners and constituents**

Senior staff and provincial officers of the Ministry of Small and Medium Enterprises Development as well as representatives of employers’ and workers’ organizations were involved in the training seminars. SME association leaders in the country’s ten administrative provinces have been trained and given study materials. They will, in turn, train their fellow leaders (committee members) and disseminate information to their members.

**Contribution to policy development**

The HIV/AIDS impact study on SMEs will provide input to the development of a national HIV/AIDS policy for SMEs while the national SME study will assist the Ministry design appropriate interventions to support SMEs and revise their policy framework.

**Internal and external success factors**

Among the factors contributing to the success of this project were timely availability of resources from some of the external partners, availability of donor support for funding and success of the social dialogue forum at national level in solving the economic challenges faced by the country.

**Replication and up-scaling**

Within the country there is scope to extend the HIV/AIDS study to more SMEs as only a limited number could be interviewed. In addition, there is scope to focus on some of the sectors identified as most vulnerable and seek to find answers. Developing a national computerized database of SMEs is the ambition of many countries in the sub-region as it provides readily available information to be processed quickly for use by policy makers, local authorities and other development agencies. This, however, requires adequate resources for a thorough job.
The HIV/AIDS study on SMEs could be up-scaled to include more respondents. The study could also be made longitudinal in order to take into account changes in perception and knowledge over time. More SME leaders who could not participate in training activities during the project’s lifespan will need to be trained.

Business Development Website:
www.ilo.org/seed then click on "Business Development Services"
Investing in Employment - intensive Programmes
ILO’s Employment-Intensive Investment Programme promotes the orientation of infrastructure investment towards improved production and access to basic goods and services for the poor. In Madagascar, as in other developing countries, poor people require access to decent employment, basic goods and services such as healthcare, education, markets, water, sanitation and housing. Ever conscious of this, the ILO has supported EIIP projects implemented in Madagascar since 1990. The principal objectives have been to:

- strengthen local level capacities (for example of consulting engineers, small and medium enterprises, local government and parents’ associations) in the design, construction and maintenance of infrastructure such as access roads, school buildings, irrigation canals, wells, using labour and local resource-based construction techniques;
- improve the physical and living conditions in the poorest areas through construction, rehabilitation and regular maintenance of infrastructure and facilities;
- create a substantive amount of temporary jobs and income at the local level through the use of local resource-based construction techniques, which have an even higher impact on employment through the indirect creation of jobs up- and downstream of the infrastructure construction itself.
Partners, strategies and activities

The EIIP projects implemented under ILO's technical cooperation programme have been funded by the Norwegian Government from 1990, to the end of the current phase in 2008. Norway has committed over US$ 25 million since the beginning of the programme. Within the country the projects enjoy the collaboration and support of several key ministries, including Public Works and Transport, Education, Decentralization and Land Management, as well as local and regional authorities, such as municipalities, communes and local communities.

The EIIP projects contribute to policy debates by demonstrating to the government and to development partners the feasibility of adopting employment-intensive approaches in their large-scale programmes. These development partners include the main financial and technical cooperation agencies such as the World Bank, the European Union and various bilateral agencies. In the framework of the Education Sector Policy (Millennium Development Goal on “Education for All”), where the Programme assists small and medium scale enterprises with training and support for labour- and local-resource-based construction of primary schools, there is close coordination with UNICEF, whose intervention is aimed at increasing the quality of education - for example in the recruitment and training of teachers and provision of furniture. Government, employers’ and workers’ organizations - including associations of SMEs - as well as community-based organizations are involved in all stages of project activities.

The programme’s main activities are the construction and maintenance of infrastructure through labour-based methods. Such infrastructure activities include road rehabilitation and maintenance, construction of schools, irrigation canals, wells, public toilets and land improvement. The programme ensures the sustainability of this infrastructure development through training and awareness building for small and medium enterprises, consulting firms, regional and district technicians, company directors and technical staff, resident engineers, parents’ and community associations.

The ILO/EIIP also integrates employment and decent working conditions into public procurement through the Public Investment Programme and the Contract System (public procurement) with the following objectives:

- increase the employment content of investments implemented by qualified labour-based SMEs;
- introduce relevant labour standards in contract documents and facilitate their enforcement;
- strengthen organization and negotiation skills in the informal urban and rural sectors through community contracting.

The strategy embraces the interests of employers and workers and has been applauded by the ILO constituents as an example of making decent work a reality at the country level.

Results and success factors

The main results are a greatly improved capacity in public and private sector management and technical staff in the conception, implementation and maintenance of
economic and social infrastructures through local labour and local resource-based approaches. These techniques have been applied in an increasing number of large scale investment programmes. The training-cum-production approach has at the same time allowed for the creation of close to 3 million of working days on the training and demonstration sites; it has rehabilitated several hundreds of kilometres of access roads, about a hundred of irrigation canals, several hundreds classrooms, as well as other village and commune-level social infrastructures, including in the water and sanitation sector.

Policy impact
The training centre for labour-based works, addressing the training needs of SMEs, consulting firms, ministerial and communal management and technical personnel was established under a private-public partnership arrangement and is financially autonomous since 2005. Hence, the policy impact has been much larger.

A comparative analysis of equipment-based vs. labour-based projects has shown the overwhelming advantages of the latter in terms of generating added value, jobs and income as well as limiting expenditure on imports. The high employment creation effect of labour-based investment does not simply result from additional resources, but is due rather to different choices of technology made in the framework of existing investment budgets. This means that the introduction of sustainable technology choices - i.e. the introduction of labour-based methods into current mainstream investment policy - creates employment and reduces poverty in a structural and financially sustainable manner.

Upscaling
Concerted efforts to link investment and employment policy more directly need to be made and sustained. The objective must be to go large scale, with a view to achieving structural changes in the economy. Clearly, large-scale application of the EIIP approach will depend on decisions taken by a number of ministries, economic operators and funding agencies.

The promotion of employment-based investment policy in Madagascar should include all major investment programmes, and its overall impact will depend on the achievements of all those who explicitly endorse and adopt this policy.

The Government has also embarked on reorganizing the planning process of the national programme and budget by strategic objectives, and has started to analyze current programming and selection procedures of public administration with a view to integrating employment criteria in the planning and programming work of the line ministries that are responsible for implementing public investments. In this context a large scale application of the EIIP approach in the ongoing decentralization process will enable the Government to improve local governance, strengthen employment creation and reinforce the capacity of communes as a platform for economic and social participatory development in the fields of good governance, local law/tax systems, contractual procedures and inter-communal collaboration.

EMP/INVEST Website: www.ilo.org/eiip
Somalia

9. Decent work in environmental rehabilitation

To many people the mere mention of Somalia conjures up impressions of a country in continuing crisis, anarchy and disorder. This may be discernible, considering that parts of the country have been immersed in civil strife for more than fifteen years, obscuring much of the positive work and development initiatives taking place, such as those in the following story and similar tales of success covered elsewhere in this volume.

Over the past three decades the Puntland region of Somalia has experienced environmental degradation resulting from overgrazing, deforestation, increased rural settlement, lack of mechanism for enforcing functional environmental management, lack of environmental awareness, poor regeneration of rangeland and lack of adequate participations of stakeholders in the planning and management of environmental issues. The combined effect of this has been the recurrence of droughts and floods, and the attendant human displacement, famine, diseases and loss of life.

Partners strategies and activities:
The need to arrest and reverse the trend in environmental degradation was seen as a priority and a project to rehabilitate the environment was launched in 2004, focusing initially on Sinujief village, a community whose livelihood is dependent on livestock, irrigation farming, labour migration to the urban centres and fishing. The project was made possible through a partnership forged between the Government Ministry of Livestock, Agriculture and Environment, the Sinujief Village Development Committee and
the ILO. Relevant skill building support was extended to the communities and the regional planning ministries, applying the EIIP (Employment Intensive Investment Project) approach implemented through ILO’s community contracting method and the facilitation of community-driven action plans. This enabled the project to provide quality infrastructure assets, livelihood environment conditions and necessary services for economic recovery. This entailed firstly selecting and assisting target communities to prioritize EIIP activities, assessing training needs and contracting expertise to complete technical surveys, prepare bills of quantities and work plans and supervise work. This also included developing the capacities of partners to undertake such activities. During the implementation phase the ILO concluded all operational and contractual arrangements before delivering or facilitating service provider delivery.

The main project activities entailed water and soil conservation by de-silting the main river and its arteries whose blockage had been the cause of floods and soil erosion, and construction of permanent water barriers using stones, gabion wire, cement and sand mortar. The project design was undertaken using a participatory method involving all partners. Using a bottom-up approach community elders and the Village Development Committees (VDC) were involved in the full project cycle - including management of the project activities - for example recruitment of labour, deciding on mode of wage payment, financial management (including maintenance of the project’s bank account, procurement of materials and tools). At least 2000 work-days were expended during the project’s lifetime.

**Results and success factors**

The work carried out by the project has resulted in reduced formation of gullies and sand dunes and has enhanced soil water holding capacity in the grazing basin. This has significantly improved rainfall and soil fertility, allowing grass and other vegetation to grow in abundance. Besides preserving the environment, the project has provided a long-term alternative source of income for the target group and their dependents in the area. It has also enhanced the livestock sector by enabling livestock to obtain sufficient forage grass throughout the year. This in turn has increased productivity of the animals and generated income for pastoralists from production of milk, meat and skins that are sold on the local markets. This has contributed to food security and improved livelihoods of the residents of Sinujief and adjacent towns.

The training provided by the project has imparted skills in the protection and conservation of the environment, particularly in the area of water and soil conservation. It has strengthened the capacity of the people and their local authority in identifying and supporting initiatives aimed at securing the eco-system and reducing further degradation. Moreover, the project has provided the local stakeholders with a common understanding of the risks associated with irresponsible human activity that contributes to the degradation of the natural environment. The Sinujief community attitudes towards development and self-help have positively changed. What is more, the involvement of all project beneficiaries has enhanced the community’s sense of ownership and responsibility towards long-term sustainability.
Up-scaling and replication

ILO’s EIIP and its community contracting approach used in the Sunijief project has been successfully replicated across the Puntland region. It aims at maximizing the use of labour-based technologies with minimum targets. It is a vehicle for creating employment, injecting cash into local economies, improving community assets and empowering communities through social dialogue and mobilization.

There is great potential to use the community contracting approach to up-scale in many areas in the region. For example, some areas of Puntland such as Dhosalli and the Dharoor valley of Iskushaban require floor controlling or watershed management (soil and water conservation) that can change the livelihoods of many thousands of people now seriously affected by poverty and unemployment. There the approach used in this project would be most appropriate.

The Ministry of Livestock, agriculture and Environment has recommended the adoption of the community contracting system as an implementation approach in the future. Such intervention methods are now considered as viable entry points leading to the development of local economic development (LED) programmes.

There is no doubt that the Sinujief experience can be replicated in other parts of Somalia as indeed in the rest of Sub-Saharan Africa.

EMP/INVEST Website: www.ilo.org/eiip
Somalia

10. Decent work in sustainable waste collection management

As in many other places in Somalia, the civil war that has been raging on for years has had its toll on Garowe, a city in the Puntland region of that country. The residents there comprised a great number of internally displaced persons, ex-refugees, widows, those with disabilities, the destitute and disoriented youths - most of them unskilled and unemployed, all of them needy. The plight of the population was accentuated by recurring draughts and their corollary, famine and disease. The city’s waste management system did not help much as garbage collection and disposal was not properly organized, leading to further spread of diseases and more suffering of people already overwhelmed by misery. Ironically, it was in garbage - or more appropriately, its proper management - that a solution was found that helped improve the livelihoods of the people of Garowe, hence mitigating their suffering.

A project to improve the livelihoods of the people of Garowe through sustainable waste collection management was designed and implemented in the city during the last quarter of 2004. Its ultimate goal was to improve the living conditions of the municipality through employment creation and improved sanitation and hygiene.
Partners, strategies and activities
The Garowe Municipality was responsible for the project while the Garowe Waste Collection Management Committee was the partner.

The project applied the Community Contracting Model, a participatory process whereby the community group negotiates with local government or a development programme and enters into a contractual agreement to undertake garbage collection and disposal. This had multiple advantages: members of the community were directly involved in negotiating contracts which in turn provided them with jobs that helped them improve their livelihoods.

This contracting system uses a participatory and bottom-up approach, local partners were encouraged to involve themselves fully in all phases of the project - from identification and planning onwards. Local actors were responsible for managing project funds together with all administrative and operational issues. They were responsible for organizing community contributions, transport hire, procurement of tools and materials, authorization of payments, decisions on workers’ wages, selection and supervision of workers and ensuring workers’ safety. They were also responsible for solving all disputes related to project implementation.

Capacity building among beneficiaries, project partners and constituents
This intervention has enabled the local community to develop a practical framework for implementation of socio-economic recovery activities at a local level by bringing together all key local stakeholders for discussions relating to common issues. This has bridged the gap between relief and development, and laid a firm foundation for local economic development (LED) interventions, social dialogue, peace building and stability. Local leaders, local authorities, civil society groups and beneficiaries participated in all phases of the project. This has positively used the strengths of the clan system as a complementary tool to facilitate constructive and productive local initiatives. The involvement of local partners on all phases of the labour-based works has helped reduce the social stigma attached to manual labour by Somali men. They are now more willing to do manual work in the context of a joint community effort rather than as hired labour.

Results and success factors
The project has not only succeeded in achieving sustainability in waste collection management, but has improved general standards of hygiene, provided decent employment to many - including internally displaced persons, pastoralists rendered destitute by persistent drought - and other vulnerable groups. It has also created a sense of responsibility and participation by the community in the decisions and development activities of their area. The approach used has helped nurture a sense of responsibility among stakeholders which has created a feeling of ownership and contributed to the sustainability of the project.

Contribution to policy development
The Ministry of Local Government and Rural Development has appreciated the
approach and work carried out by this project and is now intending to develop similar projects in other areas.

Replication and up-scaling
The success of employment intensive investment sub-projects implemented through ILO’s contracting approach and the facilitation of community-driven action plans has been impressive. Applying the same approach there is a great potential for replication of sustainable waste management activities in towns and municipalities within the country as well as in urban centres of other African countries. Indeed UN-Habitat and UNA (an Italian consortium of NGOs) have taken a leading role in sustainable waste management in the Somali Urban Development Programme (SUDP) with technical backstopping support from the ILO. Under the Urban Governance, activities focus on providing support to local authorities to enable them apply more sustainable and financially viable strategies for service delivery and maintenance (e.g. waste management). Activities include:

• Developing waste management modalities to increase efficiency; reduce recurrent costs; increasingly extend the range of actors to include private sector and communities; establish employment generation opportunities built on experiences of UN-HABITAT, ILO and UNA
• Develop waste management strategies in all its elements - including social awareness and mobilization in at least 3 cities (one per region). Produce waste management strategic guidelines and manuals for on the ground application and management
• Formulate technical manuals and test their potential application (based on social feasibility and acceptance) in interested municipalities

EMP/INVEST Website: www.ilo.org/eiip
LED Website: www.ilo.org/led
CRISIS: Website: www.ilo.org/crisis
Somalia

11. Regenerating the natural environment and improving livelihoods through labour intensive works

Qol-adey and Habaswein are two villages located approximately 45 km and 30 kilometres respectively, south of Hargeisa, the capital of the self-governing region of Somaliland. The livelihoods of the communities in the two villages heavily depend on livestock and livestock products (especially milk, ghee and skins), which are usually sold in Hargeisa. Rain-fed agricultural products, including cereals and vegetables, are alternative sources of income. The degraded environment resulting from deforestation, poor withholding capacity of the soil and soil erosion had severely devastated the livelihood prospects of the communities. As a result there was a drastic reduction in livestock and their by-products, which had affected the traditional methods of survival for local people. In addition, as there were few employment opportunities in the area, many people depended on charcoal production as a source of income, which had a severe impact on the natural environment. This trend was exacerbated by population pressures and conflicts of interest between pastoral, agriculture and urban development.

An ILO project was launched there with the long-term objective of promoting sustainable environmental protection and conservation of soil and water in Qol-adey and Habaswein. This was intended to create better livelihood opportunities for the pastoralists and agro-pastoralist communities. The project was designed to generate a large number of employment opportunities for young people so as to provide alternatives to activities harmful to the environment - such as charcoal burning.

Partners, strategies and activities

The Ministry of Environment and Rural Development was the government institution responsible for implementing the project while partners were the Village Development Committee (VDC) and the Local Authority. Beneficiaries of the project were 1,000 families consisting of pastoralists, agro-pastoralists and charcoal producers. Indirect beneficiaries included the supply chain actors who dealt in livestock, meat, milk and farm products.

The project focused on water and soil conservation by constructing soil barriers (bunds) and stone terraces across major watersheds of the water drainage system in the two villages. This reduced water run-off during the rains, which carried incalculable tonnes of fertile topsoil into the sea. Pastoralists, agro-pastoralists and charcoal producers were trained in soil and water conservation. At the macro level the project brought together VDCs representing two different districts to establish the first Local Economic Development (LED) Forum that was ever introduced in Somaliland. This exposure laid the foundation for implementation of a Public-Private Partnership (PPP) strategy and longer-term planning.
To strengthen reforestation and soil erosion control the project worked with the VDC and local authorities in the management and revival of the natural environment. This labour intensive, community-based approach involved the local community, the local authority and the national authority who became fully involved in planning, implementation, maintenance and sustainability of the project. The approach provided the local community with on-the-job training in technical, administrative and management skills. The implementing partners (VDC and local authority) also established links with other stakeholders such as farmers, pastoralists and charcoal producers and consumers.

A participatory approach was applied to the project with community contracting being used as the mode of implementation. This is the approach that brings together the local community group and local authorities/municipality throughout the project execution. When applied it puts the community in a responsible position to preserve and safeguard the assets they have created - such as roads, dams, canals, re-forestation, etc. A sense of participation and ownership of the process and product of a project by the local community is extremely important for sustainability. It provides communities with the opportunity to get involved in all stages and results in community empowerment, job creation and income generation. In the case of Qol-adey and Habaswein, the communities’ representatives were responsible for managing the finances and administration of the project, hiring of people to carry out the work, effecting payments, supervising the work and settling disputes.

**Results and success factors**

The increase in water holding capacity has improved soil fertility which has permitted grass to shed seed and regenerate grass cover and other vegetation and, consequently, boosting soil productivity. Beside preserving the environment and creating jobs, the project has provided a long-term alternative source of income for the target group and their dependents in the area. It has also enhanced the livestock sector by enabling livestock to get sufficient forage during the dry season. This, in turn, has promoted productivity of the animals and generated income for pastoralists from animal products.

The training provided by the project has strengthened the capacity of the local people and the local authority to better identify and support initiatives aimed at securing the ecosystem and reduce further degradation. This has resulted in the presence in the community of well trained local people who continue to build awareness among the different social groups on the importance and ways of conserving the environment. Moreover, the project has empowered all local stakeholders - local authority/municipality, community elders, private sector and civil society groups - with a common understanding regarding the risks associated with degrading the natural environment. Equally important, the involvement of project beneficiaries has empowered the community’s sense of ownership and responsibility.
Up-scaling and replication

The problems addressed by the project are not unique to Qol-adey and Habas-weyn villages alone, but are common in most parts of Somaliland and, for that matter, in many parts of Sub-Saharan Africa. The need to address the problem in those areas is urgent and the support of the ILO and its development partners in that regard would be most welcome.

LED Website: www.ilo.org/led
EMP/INVEST Website: www.ilo.org/eiip
South Africa

12. Creating Employment Opportunities in Public Works

In 2005, the Government of South Africa (GSA) launched a national programme to support the government’s effort to tackle key developmental challenges, i.e. unemployment and poverty among young women and men through employment creation, skill training, and access to business opportunities, improved service and essential infrastructure delivery.

This programme titled the Expanded Public Works Programme (EPWP) supports the Government of South Africa’s increasing and continued desire at improving the livelihood of the poor by providing decent employment, essential skills and infrastructure identified by beneficiary communities.

The use of employment intensive methods of work during the delivery and maintenance of infrastructure is identified as one of the tools that provide employment. The programme supports the Ouagadougou Plan of Action and aims at creating employment opportunities in sectors that have the highest employment creation potential. It has set as its target the creation of one million job opportunities during the first five year programme period (2005 - 2009).
Partners, strategies and activities
The ILO has supported GSA in the design of the programme and has continued assisting in its implementation at national and provincial levels. The Limpopo province is the one that is currently receiving ILO’s support at implementation level. Besides the ILO the programme has, as its partners the National Department of Public Works, the Limpopo Department of Public Works, the Department for International Development (UK), the United Nations Development Assistance Fund and the Economic Investment and Employment Thematic Group.

The programme is also supported by the ILO constituents in South Africa who have committed themselves to ensuring its successful implementation. The support to the programme has been reflected on the tripartite agreement under the Growth and Development Summit 2003. The local workers’ organization takes an active part in identifying potential entrepreneurs.

It is also expected that emerging entrepreneurs will partner the government in the delivery process of the EPWP.

Beneficiary groups
The programme targets the poorest of the poor within the community. Women, youth and persons with disabilities are classified as the most disadvantaged and, as such, are the main focus of the programme. The programme has set a target of minimum 40% women, 30% youth and 2% persons with disabilities on all employment, skills and entrepreneurship opportunities it offers.

Expected outputs
In accordance with the programme objectives the following are the key expected outputs of the programme:

- Employment
- Skills training
- Access to business opportunities
- Improved service delivery
- Essential infrastructure delivery

For successful achievement of the set outputs, the programme aims at influencing resources available at all tiers of government (national, provincial and local), and state owned enterprises towards implementation of programme objectives, that is, employment creation, skills training, availing opportunities of growth to emerging contractors and service delivery. Direct programme implementation is mostly the responsibility of provincial governments and municipalities.

The programme has employment creation at the core of its objectives. To sustain and improve employability of the unemployed workforce, skills training is incorporated as part of one of the project outputs. This was possible as a result of collaboration between various government departments, including the National and Provincial Department of Public works and the Department of Labour.
Contribution to policy development
The programme as a whole is locally driven, with strong local support at both national and community levels. Besides the infrastructure sector, the programme covers environmental, cultural, social and economic sectors. The Government of South Africa is covering the full cost of programme implementation estimated at about US$ 3 billion. It must be noted that this is not an additional investment but an amount that is already in the government budget that will be directed to achieve programme objectives. This is one of the programme’s strengths, one that ensures its sustainability.

Results and success factors
The project enjoys the support of the Government which promotes it as one of its core developmental agenda in its fight against unemployment and poverty. The Government monitors the allocation of financial resources to the programme and encourages local governments to support its delivery.

By March, 2007 the project had assisted in the creation of over 400,000 jobs. Moreover, offers had been made to train approximately 3,000 emerging entrepreneurs of whom about 1,000 were already undergoing training.

Potential for replication and up-scaling
This initiative has proven that internal support and commitment is critical for successful delivery of such major national programmes. As the programme accesses part of the already allocated budget to sectoral departments, its sustainability is assured. The experience gained from such design and delivery mechanism of national development plan could benefit other member countries in the region and beyond.

EMP/INVEST Website: www.ilo.org/eiip
Strengthening Self-help Capacities of Communities
Burundi

13. Micro finance as a tool for reintegration

Civil wars that ravaged Burundi since 1993 have destroyed the basic socio-economic infrastructures. They also resulted in internal and external displacements of hundreds of thousands of people and a deterioration of the living condition of the Burundian population. As a land-locked country with very limited natural resources and a high rate of unemployment, Burundi is committed to the promotion of decent work and self-employment through diversification of agricultural production and development of income-generating activities, especially in the rural areas.

The project for capacity building in micro finance in Burundi falls under the government’s strategic plan against poverty which aims at contributing to the reintegration and improvement of living conditions of the people affected by conflicts. This is expected to be achieved through introduction of regular supply of products and good quality financial services. The International Labour Office is engaged in the task of strengthening contacts and dialogue between actors in the micro finance sector and supporting the central bank in establishing an appropriate legal framework for supervision of the sector. It is also providing support services that ensure proper coordination and efficient implementation of the project’s activities.

Partners strategies and activities

The project’s national partners are the Ministry of Finance, the Burundi Republic Bank, Micro Finance Institutions as well as the Network for Burundians Micro Finance. The United Nations Development Programme (UNDP) has contributed US$ 1,700,000 towards the budget of the project.
The project works at the macro and micro-economic levels, first by building the capacity of the actors in such institutions as the Central Bank, the micro finance institutions and professional associations. By strengthening the sector, the project aims at improving access to resources as well as providing a means of production for a post-crisis population.

**Results and success factors**

The Project initiated synergies with United Nations agencies and national actors in order to use microfinance effectively for income generation and income stabilization. In less than two years, the micro-finance sector has been rendered more transparent, accessible and competitive with better terms for poor clients through the adoption of good practices and product innovation. Awareness raising campaigns on micro finance directed at potential clients helped restore confidence in this sector.

The project has facilitated the introduction of a pilot programme of reintegration of displaced persons through microfinance. This has been initiated in collaboration with the United Nations High Commission for Refugees (UNHCR) and FENACOBO. This programme aims at training members of associations and giving them access to micro credit.

The project has also provided training for personnel from the section of the Central Bank responsible for registering, supervising and controlling microfinance institutions. Employees and leaders of micro finance institutions have also benefited from various training activities as well as study tours and exchange programmes organized by the project.

In 2005, the Project formed a National Promotion Committee composed of representatives of more than 20 institutions. It has coordinated implementation of various activities designed to sensitize the public on the importance of savings and the role of micro credit institutions as a tool, both for reintegration and for local economic development.

**Up-scaling**

At this stage of developing the sector it is important to define a new phase for the project in order to preserve the lessons learnt in the current phase and ensure that MFIs have the technical ability and financial resources required to register a large number of beneficiaries, especially those in rural areas. In particular it is important to consolidate the network of savings and credit cooperatives (SACCOs) which covers all communes in the country in helping diversify the supply of financial products and improve its financial performance. Moreover, it is necessary to help the government of Burundi in its establishment of mechanisms for refinancing by strengthening commercial ties among MFIs, commercial banks and silent partners.

**Potential for replication**

Lessons learnt from the project will help in developing new support projects to strengthen the micro-finance sector in post-conflict countries.

SOCIAL FINANCE Website: www.iло.org/sfp
Ethiopia


Ethiopia, 1993. A country rising from the ravages of 14 years of tyranny and misrule, and a protracted civil war that has culminated in the ousting of a dictator. A new era marked by the rule of law and order has been ushered in. The command economy of yesteryear is being replaced by structural adjustment, economic reforms and democratization. The scent of positive change permeates everywhere. But although order and normalcy are gradually being restored, a weakened economy, food insecurity, displaced and homeless people, demobilized soldiers and rampant unemployment abound. The scars of the recent past are omnipresent.

The cooperative movement is among those bearing the scars from wounds inflicted in the dark days of dictatorship. Policies of the ousted regime have ridden roughshod over cooperatives, their members, institutions and principles. Society in general, and cooperative members in particular are disenchanted with cooperatives; they don't want to have anything to do with them. After all, they reason, from the experience of these past 14 years, cooperatives are perceived as socialist institutions, instruments of state oppression that have no room in the free market system that is now being put in place. But are they, really....?

This was the scenario in Ethiopia when a mission of the ILO Cooperative Branch went there in November 1993 to introduce its newly launched cooperative reform and human resource development programmes.

Partners, strategies and activities

Working closely with the government institutions responsible for cooperative promotion, the first thing to do was to change the mindset of people about cooperatives. Study visits to neighbouring countries were organized for Ethiopian cooperative leaders to expose them to successful cooperatives in free market economies. This was followed by training of cooperative trainers and extension workers (to achieve a multiplier effect), professional managers and technical staff. Leadership development programmes that included study visits, were organized concurrently with the training activities. Effective methods in mass member education - which also addressed potential members - were introduced, as were special programmes for women and youth. Advisory services and technical support flowed steadily from the ILO.

By the end of 1996 attitudes towards cooperatives had changed dramatically: people, especially cooperative members, were becoming increasingly aware of the role of cooperatives in improving their lives. Moribund cooperatives were being resuscitated while new ones were being formed in many areas. In rural areas agricultural cooperatives were spreading, setting up warehouses to afford members easy access to...
farm requisites, carrying out primary processing (for added value) and marketing members’ produce. New forms of cooperatives were being introduced and middlemen were being eliminated. In the urban centres housing, consumer, industrial and artisans’ cooperatives were being formed, while savings and credit cooperatives were becoming widely popular in both rural and urban areas.

Most cooperatives were operating efficiently, thanks to well trained staff and leaders, and an enlightened membership. They were making good profits that were reverting to members or being reinvested for expansion and improved member services. With all this, the latter half of the 1990s was witnessing a kind of a cooperative renaissance.

Results and success factors
Most of this development was taking place in the Regional state of Oromia where much of ILO’s support was directed. The region, the largest and most populous of the 9 regional states that comprise the Federal State of Ethiopia, is leading in cooperative development, as the figures in the table on page 45 show.

Democratic, self-sustaining cooperatives that are member controlled and member empowering have emerged at the grassroots. They have federated to form cooperative unions to provide common services to their affiliates and to achieve economies of scale. There are 49 of these in Oromia, some of them engaged in international trade; for example:

- The Oromia Coffee Farmers Co-operative Union which exports coffee to the EU, the US and Australia. It has negotiated fair trade deals with coffee dealers in some of the EU countries; has set up coffee shops in the UK, Germany; Japan and Canada is vigorously promoting organic coffee farming (for added value) and is promoting eco-tourism in the coffee growing areas.
The Haromaya and Meki-Bantu Farmers Cooperative Unions are exporting fresh vegetables to the EU.

The Ambo Farmers Cooperative Union is exporting oil seed to the US.

The Erer and Lume-Adama Farmers Cooperative Unions are importing large quantities of fertilizers and other farm requisites for their members.

The profits accruing from these ventures are passed on to the unions’ coffee growing members, thus helping improve their living conditions and reduce poverty.

The latest development in the region has been formation of the Oromia Cooperative Bank to cater to the financial needs of the movement. Established in 2004 with a capital raised solely by cooperative members, the bank has now opened 16 branches in different parts of the region, and many more are yet to be opened. The bank is doing a brisk business.

Clearly cooperatives in Ethiopia, and especially in the Oromia region, are playing a major role in poverty reduction and contributing to the MDGs.

- By bringing services closer to members at highly competitive prices, and by eliminating the middleman, cooperatives are helping increase their members’ income by reducing the cost of production.
- Improved production methods resulting from the member education programmes initiated by cooperatives are enabling farmer-members to realize higher yields that ensure higher incomes, household nutrition and food security.
- Profits accruing from the efficiently managed cooperative business, both at primary and secondary society levels revert to the members. Again raising their incomes and reducing poverty.
- The education and training routinely provided by cooperative institutions provide members with skills in entrepreneurship and in the democratic management of their affairs.
- Cooperatives are creating jobs and are stabilizing existing self-employment in rural areas.

All this has been made possible by ordinary women and men, and their democratically elected leaders - people with a vision and determination to escape their predicament, to

<table>
<thead>
<tr>
<th>PARTICULARS</th>
<th>NATIONAL FIGURES</th>
<th>OROMIA FIGURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of registered cooperatives</td>
<td>19,147</td>
<td>4,789</td>
</tr>
<tr>
<td>Number of individual members</td>
<td>4.8 million</td>
<td>1.53 million</td>
</tr>
<tr>
<td>Capital</td>
<td>US$ 169 million</td>
<td>US$ 18 million</td>
</tr>
<tr>
<td>Number of coop unions</td>
<td>124</td>
<td>49</td>
</tr>
<tr>
<td>Number of coop banks - incl. branches</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>Number of coop training institutions</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Fertilizer import (2006)</td>
<td>275,000 m. tons</td>
<td>175,000 m. tons</td>
</tr>
<tr>
<td>Coffee export (2006)</td>
<td>7,204 m. tons</td>
<td>3,127 m. tons</td>
</tr>
</tbody>
</table>
overcome their context, to evade and outdistance their destiny by commitment to solidarity, self-help and hard work. And with some help from the ILO.

**Replication and Up scaling**

Cooperatives are growing and spreading rapidly in Oromia. A good example is the Oromia Cooperative Bank which started with one branch in 2004 and within two years had expanded to 16 branches across the region. Secondary societies (cooperative unions) are growing in strength and numbers, and in the diversity of the services they provide. Primary cooperatives societies are multiplying in practically all sectors of the economy. The experience from Oromia is being replicated in the rest of Ethiopia where a rapid development of the cooperative movement is taking place.

In 2001 the ILO received an award from the Government of the Regional State of Oromia in recognition of the support given in promoting cooperatives in the region during the previous seven years.

It has been a long walk from that day in November of ’93 when an ILO mission went to Ethiopia to discuss cooperatives.

ILO/COOP Website: [www.ilo.org/coop](http://www.ilo.org/coop)
Niger

15. Cooperatives rise against rural poverty

In Niger, as in most of Africa, poverty is primarily a rural phenomenon. Eighty-six percent of poor people (36 percent of whom are considered extremely poor) live in the countryside. In this context, rural cooperatives and other self-help organizations of various kinds are important features of rural life in many countries, and an essential mechanism for building some degree of social and economic security.

Mooriben, a federation of cooperatives, was among the very first rural organizations to be set up freely by farmers, on their own, outside the state-controlled cooperative system and the development organizations which played a major part in Niger’s economic and social organization in the 1970s and 1980s. The name Mooriben is a slogan chosen by the federation’s founders to express, in a single word, their expectations of this organization. In Djerma-Sonrai, Mooriben means “poverty has ended”. The federation was therefore set up with a view to fighting poverty, ignorance and their consequences.

Partners, strategies and activities
Mooriben’s action strategy includes four priorities: institutional and management capacity building; concentration of support on production and income-generating activities; improvement of women’s economic and decision-making capacity and
development of a multi-purpose partnership. Mooriben’s package of services comprises a range of activities that include training in various technical skills and in management of associations. It also helps in setting up grain banks, input shops, credit services and community radio stations. Each element of this package of services meets a specific need; the synergy between all the elements of the package nevertheless helps to promote development and improve farmers’ living conditions.

Results and success factors
By way of illustration, the grain banks and farm input shops set up by Mooriben have changed practices substantially with regard to the management of crises and the improvement of production. Hitherto, farmers consumed or sold their entire harvest and accrued debts to traders before the next harvest. This dependence on traders has declined sharply since the creation of the grain banks.

The neighbourhood services put into practice by local leaders are highly appreciated by all the actors with whom the project has interacted, and have played an important role at the local level - especially during periods of food crisis. The existence of input shops, together with an understanding of technical information and back-up for leaders and overseers, has made farmers much more willing to trust inputs, especially crop protection products. Farmers are able to make informed choices between the various inputs in order to improve productivity. The grain banks made it possible to cover the food needs of 24,941 people during two months of famine in 2005, i.e. 37% of the needs of the total population of the villages concerned. Despite the stocks held by households, the grain banks certainly helped significantly to improve the food security of the population.

Considerable efforts have been made to mobilise internal funding for the Federation. In the unions and groups a very high percentage of activities are self-financed through collective farms and the revenue from credit activities. Mooriben’s success lies in the fact that it is so well rooted locally and owned by farmers. This ownership has been helped by the way in which groups and unions are set up: through their own dynamics and not in the form of ad hoc groupings. Mooriben does not, for instance, play any part in setting up groups and unions but simply leads the organizational framework.

Up-scaling
Mooriben is a farmers’ organization that effectively represents the interests of its members who are united through a common bond, while actively pursuing a common goal. A striking aspect is the sharing of a common vision and the spirit of belonging to the same extended family based on solidarity and mutual aid. This internal cohesion is shaped by the transparent way in which business is managed by the Federation, the unions and the groups. The various training schemes on running associations are felt by all those interviewed to be one of the organization’s major achievements.

Policy impact
Cooperation links between the state’s technical divisions, decentralised structures and
Mooriben are good at all levels. For example, Mooriben was one of the three civil society organizations to which the Ministry of Agriculture turned for the distribution of seed in order to manage food crises. Mooriben and these institutions are now working together on a more regular basis to draw up sectoral policy, including the agricultural input policy which is currently being up.

**Potential for Replication**
The neighbourhood services initiated by local leaders are highly appreciated by the actors; they have played an important role at local level, especially during periods of food crisis. This means that the project has a potential of being replicated in other areas and sectors in and outside the country.

COOP Website: [www.ilo.org/coop](http://www.ilo.org/coop)
The Sahel region
Mali, Mauritania and Senegal

16. Cooperatives in the fight against poverty

In Mali, Mauritania and Senegal poverty has been on the increase among vulnerable sections of the population - including women and youths - who are jobless, under-employed, unprotected and generally marginalized. An ILO project has made major strides in building the capacity of cooperatives and similar self-help organizations (SHOs) to fight poverty through education and skill development. The project has also enhanced their capacity to generate decent employment and meet their basic needs (income improvement, access to essential services such as health, safe water, food security, education and housing), and to participate in local and national decision making processes.

Partners, strategies and activities

In the three countries, the Project worked directly with the cooperative and similar self-help enterprises, workers’ and employers’ organizations, the government, local authorities and other development partners such as NGOs, training and research institutions. Implementation of the Project paved the way for development, in the field, of synergy with other collaborating agencies such as UNICEF and UNFPA.

The target group comprised

• Cooperatives and other self-help organizations which brought together the poor and the marginalized in rural and peri-urban areas; workers and employers’
organizations with special attention to the poor population of workers, apprentices and informal economy workers. These were provided with education and training that enabled them to defend their rights as workers and enhanced their economic competitive power.

- Governments and local authorities of the three countries: focusing on decision makers, planners and implementers within ministries and other government organs that included the Poverty Reduction Strategy Programme (PRSP)
- Development support structures such NGOs, quasi-government organizations, training and research institutions.

The approach used in the project's activities was one that enhances the target population's competence through

- functional adult education and training for cooperative and SHO members
- improving the management and leadership skills in cooperatives and similar SHOs so that they could efficiently deliver services required by their members;
- supporting partners by enhancing national competences and sharing the project’s expertise as well as the methodologies and techniques it had developed.

The Project strategy was based on a participative and flexible planning that brought into sharp focus the needs of beneficiaries and created synergies among the different actors who could contribute to its implementation. The participative approach and gender mainstreaming into the project created a strong sense of ownership by its principal beneficiaries - including women - who were the main victims of poverty.

**Results and success factors**

In the three countries where its activities were implemented the project has initiated a socio-economic transformation process that will have a positive and lasting effect on the lives of the poor and vulnerable. It has also created a conducive environment for generating decent employment and revenue for the poorest sections of the populations. The project's activities reflect most favourably the objectives of the Millennium Development Goals (MDGs), the Poverty Reduction Strategy Papers (PRSP) and the aspirations of the people.

The participative approach in activity planning and the importance attached to gender issues in all activities have enabled women and youth to acquire skills and the confidence in activity management. The functional adult education programmes offered have given them the skill to read, write and calculate, while technical training has enabled them conduct their activities in a professional and sustainable manner. Moreover, the provision of machinery and equipment (such as mills and hullers) has made the work easier and time saving so that the time saved is utilized for other income-generating activities.

The savings and credit schemes created by the project provide facilities for the target groups to save their money and to borrow when in need. One of the major lessons to be drawn from this experience is that the project has succeeded in bringing out the dynamic cooperative spirit inherent in the target group but hitherto left dormant, and
make it work for the development of the community. A genuine interest in cooperatives has thus been stimulated within the target population.

Policy impact
The project owes its success largely to the methods and techniques of intervention used in organizing and nurturing cooperative development in the three countries. Those responsible for cooperative promotion and policy at national level need to take this into account. They should pay as much - if not more - attention to training and development as they do to cooperative legislation and regulations. The dialogue approach used could help create a favourable regulatory structure since it mediates between community organizations and the state. Such dialogue could also contribute positively to the formulation of cooperative by-laws as well as facilitating people’s access to finance.

Up-scaling and replication
The participatory approach used at the planning stage and the practice of letting the national partners “learn by doing” has laid a good foundation for follow-up and extension of the programme to other beneficiaries. Initiatives already taken by the programme partners as well as the creation and consolidation of networks already created by the project among the three countries will help a great deal in extending the programme to other communities.

ILO/COOP Website: www.ilo.org/coop
Extending Social Security to Unprotected Workers
Benin

17. A social protection association brings security to informal economy workers

For workers in the informal economy sector in many developing countries of the world lack of the most basic forms of social protection renders their position weak and vulnerable. Such was the situation in Benin when in 1999 the “Mutuelle de Sécurité Sociale” (abbreviated MSS in French) was formed under the initiative of the then Ministry of Labour, Public Office and Administrative Reform - MFPTRA - (now renamed MTFP). This came as a result of a study undertaken by an inter-ministerial committee assisted by the ILO and Belgian technical cooperation. MSS is a concrete manifestation of the state’s will to promote and extend social protection to the people, especially workers in the informal sector and their families, hitherto deprived of social security.

Partners strategies and activities
The MSS is a partnership between the Ministry of Labour and Public Office and STEP, an ILO programme for extension of social protection to workers in the informal sector. Specifically the MSS targets workers in the informal sector who do not benefit from any form of social protection, even though they are included in the data of the population most vulnerable to disease. The workers are organized in associations that are defined around different activities (hairdressers, mechanics, taxi drivers, etc). Those associations registered under MSS subscribe to its membership and participate in its management. Elected members of the associations represent ordinary members in the MSS general assembly.
ILO/STEP and the Ministry of Labour collaborated in developing a five-year development plan that included restructuring and financing of MSS, with greater member participation and control; a member driven loan scheme, improved management and communication system, and expansion of the beneficiary base. Much of this plan and other measures recommended by STEP have either been implemented or are in different stages of implementation.

Training programmes for elected members of the Association were carried out as a regular feature. In 2007 these programmes were being enhanced so as to provide the leaders with the necessary skills to lead and manage the Association. Simultaneously ILO/STEP was supporting provision of special social training in marketing techniques for the management and staff of the Association.

Results and success factors
By November 2006 the MSS had a hundred member organizations and more than 3,200 beneficiaries. The Association is providing primary and secondary health care insurance cover as well as several health benefits. 70% of the health care expenditures are covered through a third party mechanism (cashless system). Only some specialized services and medical items sold in private pharmacies are not covered by the Association. The MSS now demonstrates a high management competence that has enabled it to grow and offer quality insurance service. The Association has also benefited from the ILO/STEP expertise gained through experience it has acquired while supporting similar programmes elsewhere in Africa.

Financial contribution by Government and technical support by ILO/STEP have contributed, in large measure, to build the capacity of the management personnel of the Association. This has been achieved by developing and introducing a technical management soft-ware that facilitates speedy registration and record keeping of contributions, allowances, follow ups and evaluation of health insurance. These services were provided even before the majority of the beneficiaries covered were able to financially support the association on their own.

Policy impact
With this very positive experience, a social security network can progressively be developed to cater to the social security needs of people working in the informal economy sector. At the same time the ILO is helping the Ministry of Labour to develop its social protection policies for inclusion in the next PRSP.

Potential for replication
Originally it was planned that the ILO/STEP support would be limited to strengthening MSS in Cotonou City. Owing to popular demand following the initial success, the programme is now being extended to cover Parakou and Porto Novo, thanks to technical and financial support from the ILO and the Ministry of Labour. The extension of MSS will be based on a plan that underscores society values and professional management. In the meantime health associations are being formed, later to join MSS.
Although it is too early to assess the impact of the programme with regard to beneficiaries’ access to medical services, the regular follow-up already carried out shows that utilization rate of the service conforms to forecasts. There is no doubt that the MSS can undertake a progressive extension to cover the whole country.

**Up-scaling**

Currently local associations affiliated to the MSS are in the process of formation in Parakou and Porto Novo. Moreover, the MSS has negotiated with the Social Development Bank which is ready to finance around a social security scheme for about 5,000 taxi-moto drivers in Cotonou.

STEP web site: [www.ilo.org/step](http://www.ilo.org/step)
Burkina Faso, Mali and Niger

18. Occupational safety and health education for workers

Workers’ education has contributed immensely to occupational safety and health the world over. This assertion applies strongly both to rural and urban workers. In Africa, as indeed in many developing countries, it is not always the case that one elaborate workers’ education programme addresses issues pertaining to safety, health and protection of the environment with as impressive results as those of the project described in the following story.

The project addresses the occupational needs of workers in the agricultural and catering industries in three Francophone African countries: Burkina Faso, Mali and Niger, and aims at improving the quality of life at the work place, increasing productivity and protecting the environment.

Partners, strategies and activities
The project’s partners include the national social security institutions and the health science faculties (Occupational Health and Security) of the universities in the three countries. UN partners include the ILO, the Inter-national Union of Agricultural, Food, Hotel and Restaurants Workers (UITA), the Inter-African Association for the Prevention of Occupational Hazards (IAPR), and the Sub-regional Union of Experts in Workers’ Security. The cost of the training activities, supervision of practical work and research are wholly financed by UITA. Training is provided to workers (and representatives of workers) from different enterprises in the sector. Research activities are undertaken and
meetings of experts are organized, generating ideas that have contributed directly and indirectly to increased occupational safety, health, protection of the environment and productivity.

**Results and success factors**
The programme has helped develop knowledge and skills in the identification of hazards, and in managing risks in the workplace. It has also contributed significantly to the improvement of the work environment as well as to higher productivity. The intervention capacity of workers at the grassroots has been enhanced while health and security committees are in place and functioning.

Through the programme, there has been theoretical and practical training in risk management and safeguards; a preventive culture has been promoted. Part of the training has focused on identifying risk solutions appropriate to the local environmental context. The combined effect of the regular support from the ILO and UITA, the commitment of trade unions affiliated to the latter, the interest and motivation of participants, the technical plan and the training programme have contributed hugely to the success of the programme in Burkina Faso, Mali and Niger.

**Policy impact**
Implementation of the programme has contributed to the establishment of national cartographies of occupational hazards and development of action plans at sectoral and national levels. Discussions on review of national policies on occupational health and security have been held in each of the three countries. Discussions have also been held on the preliminary code of occupational health and security for Mali and contribution for the improvement of the document in Burkina Faso and Niger.

**Up-scaling**
The Programme plans to conduct training of personnel occupational health and security in six levels, ranging from the foundation level of the enterprises up to the level of experts. Trade unionists from union, federation and confederation levels will participate in the training.

**Potential for replication**
All structures necessary for the implementation of the programme are available in other countries in the region, where representatives of IAPR and UITA are also accessible, making it possible for replication in those countries. The existence of occupational health and security programmes that work among trade unionists together with the adoption of training facilities renders replication even more feasible.

OSH Website: [www.ilo.org/safework](http://www.ilo.org/safework)
Democratic Republic of the Congo

19. MUSECKIN: A school teachers' health insurance scheme shows the way

Before the formation of the “Mutuelle de Santé des Enseignants Catholiques de Kinshasa” (ie teachers' mutual health organization), the community of Catholic schools teachers in Kinshasa had a major problem: they could not meet the cost of health services from their salaries. This gave rise to serious problems in managing their own illnesses as indeed those of their families. Many of them incurred debt, while others sold family property to pay for medical expenses. Then they got an idea to get together and form a health association. The objective of MUSECKIN - the association they formed - is to get good quality health care without too much strain on the family budget.

Partners, strategies and activities
The government institution responsible for implementation of the project activities is the Ministry of Labour and the State Insurance Corporation. The project also enjoys the collaboration of the Technical Cooperation of Belgium and the German Technical Cooperation (GTZ). The National Union of Congolese Workers (UNTC) is also involved. The ILO helped the teachers with capacity building to enhance the organization and operation of the Association since its members, though committed, lacked knowledge and skills in this area.
Working closely with the teachers the ILO helped redefine the objectives to focus on provision of health insurance which would address the teachers’ problems most appropriately. The ILO provided technical advice to the teachers and helped them conduct a preliminary feasibility study which was necessary for restructuring the association. They were also assisted in determining member contributions, development of basic management tools and training of managers. MUSECKIN entered into agreements with health service providers for settlement of members’ medical bills through the insurance scheme. Each member contributed a premium equivalent to US$ 3.- per month. When all this preparatory work was completed, the Association launched its principal function of providing health insurance services to its teacher-members.

**Results and success factors**
MUSECKIN’s membership has grown from 672 in the year 2000 to more than 5,000 in 2006. This growth and success is due, in large measure, to efficient management systems that have been put in place, management training and member enlightenment programmes - all initiated by ILO/STEP. And, of course, member’s loyalty and commitment to their association. Access to health care has been made easier since MUSECKIN members no longer feel the strain of paying their medical bills as was the case before. The level of member participation is high; members’ contributions to the association are regular and almost flawless. It is growing from strength to strength. MUSECKIN remains a model for organizing health associations that will enable a significant section of the population access health services.

**Policy impact**
The experience of MUSECKIN inspired the creation of the National Programme for Promotion of Health Associations (PNPMS) at the ministerial level. Government policy towards organization and management of health associations in the country is becoming increasingly supportive.

**Potential for Up-scaling and Replication**
When it was established MUSECKIN catered to the health insurance needs of Catholic school teachers only. More recently, however, because of its success, it has extended its services to teachers’ networks in other religious denominations. Many development partners within and outside the DRC have shown interest in the project; these include the technical cooperation programmes of Belgium and Germany who, together with ILO/STEP and other partners, supported the project. Plans to extend this experience to other parts of the country as well as other countries of the sub-region are underway.

STEP Website: www.ilo.org/step
Fighting Against HIV-AIDS at the Workplace
Central and West Africa

Angola, Burundi, Cameroon, Chad, Congo, DRC, Equatorial Guinea, Gabon, the Indian Ocean Countries, Republic of Central Africa, Rwanda, Sao Tome

20. Strategic planning in the fight against HIV/AIDS in the world of work

In November 2000 a sub-regional work-shop on ‘The Action of Employers with regard to HIV/AIDS in the World of Work’ was organized by the Cameroonian Employers Organization GICAM, the International Organization of Employers (IOE), Pan-African Employers’ Confederation, ILO and UNAIDS in Douala, Cameroon. The major outcome of the workshop was the Douala Appeal whose follow-up is done through a project on Strategic Planning in the Fight against HIV/AIDS in Enterprises. It aims at limiting further spread of the pandemic to employees and their families. It also aims at

- coordinating the fight against HIV/AIDS in enterprises;
- strengthening workers’ knowledge about the pandemic;
- increasing the participation of Employers’ Organizations and Ministries of Labour;
- strengthening social dialogue and the use of tripartism throughout the fight against HIV/AIDS;
- organizing prevention strategies by promoting voluntary counselling and testing among workers, and
- protecting the rights of persons living with HIV/AIDS (PLHAs).

Partners, strategies and activities

The project is being implemented in Angola, Burundi, Cameroon, Chad, Congo Republic, the Democratic Republic of Congo, Equatorial Guinea, Gabon, Republic of Central Africa, Rwanda, Sao Tome, and some Indian Ocean states.

The US$ 3.8 million funding from the ILO, the World Bank, the US Department of Labour (USDOL), GTZ, UNDP and the Global Fund has enabled National AIDS Commissions, employers’ organizations, enterprises and associations of the target countries to implement the Douala Appeal. Workers and their families, employers’ organizations and their members, Ministries of Labour as well as magistrates and labour tribunals have been the main targets of the project.

Results and success factors

The USDOL/ILO project has already produced useful data on knowledge, attitudes, practices, vulnerability and spread factors, as well as factors influencing people to change behaviour in the three most known affected sectors. The data will help develop more effective communication strategies adapted to and targeting workers.
A three-year project financed by USDOL worth US$ 420,000 has been established in the Central Africa Sub-regional Office in Yaoundé, targeting national level, tripartite constituents and enterprises whose objectives are to reduce the level of labour discrimination for PLHAs and to reduce HIV/AIDS risky behaviours among the target workers. Training seminars for workers are organized at national and sub-regional levels. Others are organized regularly for constituents (Government, workers, and employers) on ways and means of fighting against AIDS, as well as on strategic planning.

The interest shown by different agencies to support the process has helped in establishing direct partnership with constituents.
There is an increase in requests from enterprises, employers' and workers’ organizations, NGOs and PLHAs to join the ILO in the fight against HIV/AIDS in the countries implementing this project.

**Policy impact**

Employers’ organizations in the project countries have prepared their plans of action while Cameroon and DRC have witnessed the creation of business coalitions. Currently, interventions which directly target cooperatives and micro enterprises are being formulated. This strategy has been incorporated into activities of all Specialists and technical cooperation projects (child labour, cooperative development, labour-intensive works, indigenous peoples, etc.).

**Up-scaling and replication**

In addition to the countries currently being served, the project is being extended to cover a number of West African nations. Implementing countries have also been invited to present their activities in various forums. With the collaboration of the African Development Bank, the strategy was extended to the entire central Africa sub-region and the Indian Ocean countries. There is a proven potential for the project to be replicated in other African countries - particularly those that have been severely affected by HIV/AIDS.

ILO/AIDS Website: [www.ilo.org/aids](http://www.ilo.org/aids)
Ethiopia

21. Cooperatives show potential in the war on HIV/AIDS in the world of work

Cooperatives have a moral obligation and the potential to join the fight against HIV/AIDS. For one thing, they are member-based organizations with responsibility to their members and concern for the communities in which they operate. If members of cooperatives or the community are being decimated by the pandemic the continued existence of cooperatives is seriously undermined, for cooperatives are people. They must act resolutely against the pandemic. For another, most cooperatives operate in rural areas which are not adequately served by the mainstream HIV/AIDS prevention and control programmes. What is more, cooperatives have the people, the leadership, the basic structures, and the experience to organize campaigns and mobilize people. They are thus in a strong position to take an active part in the war on HIV/AIDS.

An ILO project designed to contribute to the prevention and mitigation of the impact of HIV/AIDS was initiated in the Ethiopian regional state of Oromia, targeting members of agricultural cooperatives and transport sector operators, and their families. Transport workers, especially long haulage truck drivers, are among the most vulnerable group when it comes to HIV/AIDS infection. The three-year project (2004-2007) aimed at assisting in developing/adapting work place HIV/AIDS policy guidelines and building the capacity of the social partners in terms of awareness raising and training, using a “training of trainer” strategy.
Partners, strategies and activities
Conceived and initiated by the ILO, the project has, as its partners, the Federal Cooperative Agency, the Oromia Cooperative Promotion Commission, and the Oromia Trade, Industry and Transport Bureau. These institutions are the owners of the project and are directly involved in its implementation.

Awareness raising coupled with a series of training sessions have been conducted for agricultural cooperatives in rural settings and transport operators in urban areas. By June 2006, forty-one master trainers (30 from cooperatives and 11 from transport sector operators), and 240 peer educators (219 from cooperatives and 21 from transport sector operators) had undergone five-day seminars on HIV/AIDS knowledge, attitude, behaviour and practice. In addition, leadership awareness building workshops have been conducted and attend by 94 persons (70 from cooperatives and 24 from transport sector operators). About 200,000 cooperative members, transport operators and their families have participated in HIV/AIDS education programmes organized by master trainers and peer educators.

Results and success factors
Since the beginning of the project the following publications have been translated into the local language of the region - Afaan Oromo - and a large number of copies disseminated to project beneficiaries.

- 3000 copies of the *ILO Code of Practice on HIV/AIDS and the World of Work*
- 2000 copies of ILO’s *Cooperatives in the Fight against HIV/AIDS: a Cooperative Board Member’s Guide*
- 1000 copies of the *Transport Guide.*

Managers and leaders of some cooperative societies have already started allocating budgets for HIV/AIDS activities. Many have formed HIV/AIDS awareness raising clubs in their localities, and have maintained records of, and reported on the number of their members currently on antiretroviral therapy. They have also carried their campaigns against HIV/AIDS to nearby schools.

Care and support for orphans and home visits to infected and affected groups has increased, thus creating a non-discriminatory environment which facilitates voluntary counselling and testing. One of the cooperative societies has adopted customary law to fight against harmful traditional practices such as female genital mutilation and uprooting of teeth.

Up-scaling and replication
Because of its demand-driven nature community participation in this project was very high, an element which encourages scaling up and replicating of the project.

ILO/AIDS Websites: [www.ilo.org/aids](http://www.ilo.org/aids)

see also: [www.ilo.org/coop](http://www.ilo.org/coop)
Ethiopia

22. Saving lives, protecting jobs: Strategic HIV/AIDS Responses by Enterprises (SHARE)

With the assistance of the United States Department of Labour (USDOL), the ILO supports workplace education programmes in 23 countries, including Ethiopia. Of the 300,000 workers reached by this programme, 26,000 are beneficiaries from 15 enterprises in Ethiopia. The aim at the enterprise level is to reduce employment-related discrimination against persons living with HIV/AIDS; to reduce HIV related risk behaviours of workers; to facilitate access to treatment, care and support, and to establish a sustainable workplace programme that manages its activities after the ILO project phases out.

Partners, strategies and activities

The ILO/USDOL programme focuses on enterprise-level interventions in partnership with government, employers, workers, civil servants and people living with HIV/AIDS. So far fifteen enterprises have developed their HIV/AIDS workplace policies, assigned focal persons and established a committee to run the HIV/AIDS programme in their companies.
Establishing a system without focusing on individual behavioural change may not bring about the desired change; it is necessary to implement a behavioural change communication programme. Hence a formative assessment was conducted to identify available resources, and gaps, and develop an HIV/AIDS behavioural change communication strategy to reach out to workers. Peer education was identified as one of those strategies.

Results and success factors
To effect behavioural change at the individual level the project has so far conducted HIV/AIDS peer education and training for nine enterprises involving 350 peer educators. Almost all the enterprises have started roll-out sessions to extend the education they get to other workers.

At the federal level the project has incorporated the Micro and Small Enterprise Development Agency to reach out to small scale enterprises. The diversified nature of the micro and small enterprise (MSE) activities has created job opportunities for large segments of population in Ethiopia. Hence, targeting micro and small enterprises and mainstreaming HIV/AIDS within the business development service constituted a strategic way of achieving impact in protecting MSE workers from HIV/AIDS.

The ILO, working with the Shiro Meda Weavers Araya Association, has made a difference in drafting workplace policy that incorporates ten key principles of the ILO Code of Conduct, developed BCC strategy and a one-year plan of action to facilitate behavioural change in individuals. Twenty-nine peer educators were trained and roll out sessions are being conducted for eight months. As a result, 100 members have undergone thorough voluntary counselling and testing and now know their HIV status.

Policy impact
In addition to the HIV/AIDS workplace policies developed by the fifteen enterprises and the weavers association, a national workplace policy was validated for the civil servants who account for about half a million workers in Ethiopia. This national civil service HIV/AIDS policy is mandatory; it requires all civil service organizations to develop their own tailor-made policies and report on their implementation. Moreover, an umbrella

TESTIMONY OF A BENEFICIARY
“I am the Editor-in-Chief of the Herald Newsletter. Before taking the five-day training on HIV/AIDS peer education in the workplace I thought I was knowledgeable about HIV/AIDS. It was only after training that I realized the little knowledge I had had was not sufficient to enable me to have behavioural change. Now I feel empowered after undergoing the training. I will definitely share the same empowering knowledge with my other colleagues. My editorial task will also be redirected to include HIV/AIDS issues in the Newsletter.”
national HIV/AIDS workplace policy has been drafted and is in the process of finalization. It will help ensure that the country's legal and policy framework is conducive to workplace prevention of HIV/AIDS and the protection of worker's rights.

**Potential for replication and up-scaling**

As already noted, the programme is operating in twenty-three countries - including Ethiopia. Given its impact, and resources permitting, the programme may be extended to include additional countries. Within Ethiopia more and more institutions and enterprises - including MSEs - will no doubt benefit from the programme.

ILO/AIDS Website: www.ilo.org/aids
SEED Website: www.ilo.org/seed
Zimbabwe

23. Strengthening private sector response to HIV and AIDS

The private sector has a great potential for combating the HIV/AIDS pandemic at the workplace and, indeed, it has sometimes taken some bold and admirable initiatives in this area; it needs to be encouraged and supported. An ILO project in Zimbabwe is helping build the capacity of private sector organizations to fight HIV/AIDS at the workplace. Its objective is to reduce the impact of HIV/AIDS at the workplace and surrounding communities, to improve coordination of HIV/AIDS responses in the private sector and to mobilize internal and external resources.

**Partners, strategies and activities**

The nation-wide project which started in June 2005 with funding from the ILO and DFID is implemented by the ILO in close collaboration with the Ministry of Public Service, Labour and Social Welfare and targets Employers and workers and their organizations, civil society organizations, private sector enterprises and government departments mandated to coordinate national response to HIV and AIDS in Zimbabwe.

Development problems addressed by the project include weak coordination of programme responses in the private sector, weak leadership capacity to plan and implement effective workplace programmes, fragmented programming approaches by
various players, inadequate resources, lack of guidelines and policies to guide workplace responses as well as weak monitoring and evaluation mechanisms. The Project works closely with partners such as the UNAIDS, National AIDS Council, the Employers Confederation of Zimbabwe, Zimbabwe Congress of Trade Unions, and the mining and transport sectors. The leadership of these organizations and institutions are involved through participatory and consultative processes, planning sessions and workshops. In collaboration with its partners, the project helps to identify the gaps in the private sector response; train leadership in policy development; programme management and coordination of workplace programmes as well as capacity building of the key stakeholders (government, the workers and employers organizations - including the mining and transport sub sectors) in the areas of policy and strategy development; and promoting social dialogue among social partners. Other activities include development of a strategic framework for the mining and transport sector and sub sector policies.

Results and success factors
A sense of urgency has been created among leaders in the private sector which in turn has speeded up programme implementation and accelerated access to services. As a result of awareness creation programmes in the workplace there has been an increase in knowledge of risk factors and behaviour change among employers and employees. The project is building the capacity of stakeholders in planning and programme implementation; this, in turn, has increased the volume of interventions at enterprise level. Through the project, a national framework to guide policy and programme implementation in the private sector has been developed Factors contributing to the success of the project include:

• Support for the strategic framework to guide tripartite partners responses;
• Creation of a sense of agency among the social partners for concerted responses to HIV and AIDS
• Strong commitment and support by the government and ensuring initial buy-in and project support at the highest level
• Effective leadership and project coordination and use of consultative participatory methodologies in decision making, planning and implementation
• Financial and technical support by bilateral partners

Policy impact
The Project has provided an entry point for a national coordinated private sector response while the framework will guide future policy formulation for the private sector at national level. The lessons learnt from the project form the basis for future policy formulation for the private sector interventions.

Up-scaling
The National Private Sector Partnership forum formed as a result of the project's work is paving the way for increased participation of private sector organizations in HIV/AIDS programming. The resource mobilisation component provides more resources to the sector thereby enabling more access to HIV/ AIDS services by workers and employers.
The Capacity building of the employers’ and workers’ organizations in comprehensive HIV/AIDS programming is set to increase the level of interventions throughout the country.

**Potential for replication and up-scaling**
The project can easily be replicated in the other Southern African countries where private sector programmes on HIV/AIDS still need scaling up. Valuable lessons have been learnt in this project that can be used to develop effective private sector responses in Zimbabwe and other countries in the region.

ILO AIDS Website: [www.ilo.org/aids](http://www.ilo.org/aids)
Promoting Social Dialogue
Democratic Republic of the Congo

24. Consolidating peace through social dialogue

The period following the end of armed conflict in the Democratic Republic of Congo was difficult for workers and employers alike. It was characterized by what appeared to be unending threats of strike and ever-deteriorating conditions of work; tension and mistrust between employers and the employed appeared to be the order of the day. But thanks to an ILO project implemented together with local partners, the situation has been reversed.

Partners, strategies and activities

The five-year project running from 2002 to 2007 had, as partners, the Ministry of Labour, the State Insurance, the Belgian Embassy in Kinshasa and the Consulate of Belgium at Lubumbashi. Social partners were directly involved as actors and beneficiaries of the social dialogue promotion programme at national level. It targeted secretaries-general of relevant government ministries, factory inspectors, women members of trade unions and members of the National Labour Council. The ultimate beneficiaries were workers in the formal and informal sectors. ILO’s strategy centred on promoting social discussion and, in particular, social dialogue. Training programmes were tailored to the needs of the different tripartite partners, the
objective being to reinforce capacity in collective negotiation, mediation and reconciliation.

Promotion of social dialogue had started in the Great Lakes zone during an exploratory mission to Kinshasa in February 2002. Then followed a study on social dialogue in the DRC, which was validated at a tripartite meeting held in December of that year. The meeting agreed on activities to be implemented so as to build the capacity of actors in social dialogue. As awareness on the importance of social dialogue and negotiating techniques increased, so did the demand for more training in this area, to which the project responded most favourably. The then transitional government also saw the value of negotiating techniques and made it a requirement that they be taught to senior officials in key government structures. The project responded by organizing a training workshop for them and another for members of the National Assembly and the Senate.

In the ensuing months a series of other training activities were conducted by the project for various targets within the tripartite structures, including women members of the Trade Union Confederation, trade union employees and labour inspectors. The training programmes were extended to Katanga where work-shops imparted skills in negotiating techniques and social conflict management.

**Results and success factors**

The activities conducted have had observable impact, especially in terms of restoring negotiating culture in the DRC. Evident throughout is a progressive integration of that culture in the conflict resolution approach of the tripartite partners. Thanks to social dialogue, there is a significant reduction in the number of cases of violent strikes characterized by destruction of property. Social dialogue is conducted in a most constructive spirit while labour inspectors and secretaries-general in government ministries have demonstrated competency in social conflict management. The good design of the project, effectiveness in project implementation by the social partners, interest and support by the government of the DRC, a positive response from all the beneficiaries, and the support from the ILO and its development partners are among the factors that have combined to make this project successful.

**Replication and up-scaling**

There is no doubt that the experience from this project on social dialogue can be replicated in other provinces of the DRC as indeed in the other countries in the sub-region. It also merits being extended to cover the informal sector. In the reconstruction programme of the country, social dialogue is perceived as an important component of good governance. Following the success scored in social dialogue, ILO’s assistance has now been extended to the mining sector in Katanga province where a project aiming at improving the working conditions has been launched.

Morocco

25. Decent work as a means of improving competitiveness in the textile and clothing industry

Textiles and clothing (TC) are at the forefront of export-led industrial growth in Morocco. The sector generates 36 per cent of foreign export earnings. It also accounts for 23 per cent of enterprise creation and remains a key source of employment, with over 201,000 workers employed in 1,607 enterprises. The sector contributes up to 43 per cent of overall employment, three-quarters of which is female employment.

Given its national strategic importance - both in social and economic terms - the sector has been the target of a long-standing upgrading strategy. The initial strategy to upgrade the sector was developed in 2002 when the employers and the government signed a Framework Agreement aimed at boosting the TC. Simultaneously, the textile industry’s employers’ association - the Moroccan Textile and Garment Manufacturers Association (AMITH) - developed specific upgrading strategies.

and the Government of Morocco decided to launch the first phase of a Decent Work Pilot Programme (DWPP), aimed at improving competitiveness through the promotion of decent work.
Partners, strategies, activities
ILO’s involvement in upgrading this important sector started with the setting up of a National Tripartite Steering Committee, involving all key stakeholders. It discussed the economic, employment and working condition challenges faced by the industry, and adopted a “National Tripartite Action Plan to promote the competitiveness of the TC industry through the promotion of decent work”. In its second phase, 2004-05, the DWPP provided support to the implementation of the priority components of the tripartite action plan: promotion of social dialogue at the industry and enterprise levels; capacity-building among the social partners; social upgrading of enterprises and strengthening of their role in the design and implementation of on-the-job vocational training; and promotion of gender equality.

In its current phase the programme is being implemented by a core team comprising the Cairo-based ILO Sub-Regional Office for North Africa and other departments and units within the ILO structure. To secure sustainability, training at the enterprise level is undertaken by national institutions that have been trained by the ILO.

Results and success factor
One of the major achievements of the DWPP is the move from a conflictual approach of social dialogue to a more collaborative one. Not only has this led to the adoption of the tripartite action plan, but it has also given a new impetus to national, sectoral and regional social dialogue. The social partners decided in January 2004 to establish a bipartite TC committee to deal with the new challenges of globalization in a socially responsible way. Another recent move has been the establishment by unions of TC national federations to strengthen their representation.

The programme has improved the understanding by the social partners of the challenges and opportunities of the globalization of the textile and clothing industry. It considered the social dimension of globalization and the decent work agenda as a key factor of competitiveness for the Moroccan textile and clothing industry. As a result, the new strategy of the employers’ association, AMITH, puts the human dimension at the core of the restructuring process, recognizing the importance of integrating the social dimension with the search for economic efficiency. National trade unions have also been better integrated into the international dimension in their TC sectoral strategy. With the support of a Spanish funded project, the programme has implemented the priorities of the National Action Plan at the enterprise level.

Policy impact
Because of the tripartite structure of the National Steering Committee, and due to the involvement of several government agencies, the project has contributed to better policy coherence at the national level on socio-economic issues relating to the TC industry. The Ministry of Employment and Vocational Training is using the methodology developed by the ILO to undertake a national action to ensure the social “conformity” of Moroccan enterprises.
Up-scaling
The sustainability and enlargement of the programme seems guaranteed both by the establishment of a very dynamic bipartite TC Committee.

Potential for replication
Replication of this approach has started in another highly TC-dependent country, Tunisia. In Morocco itself, the social partners, inspired by the results in the textile and clothing industry, have recently requested for support for the leather, tourism, and construction industries. In Algeria, ILO’s support to the Ministry of Vocational Training is using this decent work integrated approach to upgrade the construction sector. In Egypt, ILO’s Decent Work Country Programme includes, as a priority, this sectoral approach, focusing on the sectors of construction, tourism and TC.

DWPP Website: www.ilo.org/public/english/bureau/dwpp/index.htm
Rwanda

26. Promotion of gender equality in the workplace

Since the year 2003, the government of Rwanda has shown a strong political will to promote gender equality at all levels of the decision-making process and to raise the number of women occupying senior positions in government and its institutions to the highest level ever in the history of the country. The government, through the Ministry of Public Services and Labour and the Ministry of Gender and Family Welfare approached the ILO with a request to help identify the main obstacles impeding promotion of gender equality. The social partners supported this request.

Earlier, in 2001, the African Network for the Promotion of Women Workers, RAFET-Rwanda (now RESYFET), had already submitted a project to the ILO Office for Workers Activities (ACTRAV) for similar support. The Forum for Rwandan Women Parliamentarians wanted to share information on ILO and maintain collaboration with the organization. This was the background against which an ILO project was launched to promote gender equality in the workplace.

Partners, strategies and activities

The project was implemented in partnership with the Ministry of Public Services and Labour in Rwanda, the ILO (ACTRAV, ACTEMP, GENPROM, and the Central African Sub-Regional Office), and the following organizations:

- Association of Women Workers
- The Rwanda Chapter of the African Network for Women Workers/Confederation of Free Trade Unions (RESYFET)
The Women’s Section of the Association of Christian Trade Unions (ASC UMURIMO)
Women entrepreneurs
Association of women workers with disabilities.

Education and other awareness raising programmes on gender issues generally and gender equality at the workplace in particular, were organized by the project for the target group. The project also organized meetings and facilitated discussions among the social partners and with civil society organizations on promotion of women employment, supporting women entrepreneurs, equal opportunities for both women and men, better representation of women in workers’ organizations and in social dialogue institutions. Its education and sensitization programmes have been extended to women entrepreneurs, informal sector workers and women workers with disabilities in the formal and informal sectors.

Results and success factors
The project has enhanced the partnership between the Ministry in charge of labour and employment and other national and international, public and private institutions promoting gender equality in Rwanda. Due to its strategies and activities, the project has enabled the labour and employment sector to take a top position in promoting gender equality. Extensive sensitization campaigns through the mass media and seminars have raised the awareness of constituents and enabled them to handle better issues of gender equality at the workplace. It has also facilitated meetings between government, employers’, workers’ and civil society organizations to discuss issues that are critical to promoting gender equality in the workplace.

Identification of methods for capacity building for women in the informal sector in collaboration with the ILO/SYNDICOOP project has been conducted. Training has also been conducted on the promotion of gender equal opportunities within employers’ organizations and enterprises, with emphasis on reinforcement of capacity of women. Training has also been provided to women and trade union members on the link between equal opportunities and trade unionism.

Studies have been undertaken on the status of workers (women and men) in Rwanda, some of them on female entrepreneurship, gender representation in workers’ organizations, and social dialogue institutions in the country.

Policy impact
In June 2006 all partners of the project ratified a 5-year action plan for the promotion of Women Employment. So far this plan has been one of the most important decisions of the Ministry.

Up-scaling and replication
All partner organizations which were members of the project steering committee are resolutely committed to the consolidation of the experience gained from it. The
responsible Ministry has committed itself to upholding its contribution and is willing to organize a consultative forum of partners for implementation of the five-year action plan for promotion of women employment. The experience gained will be used in the PRODIAF framework of activities in Rwanda and Burundi in the coming months.

ACTRAV Website: www.ilo.org/actrav
South Africa

27. Improving enterprise competitiveness through social dialogue in the textile sector

The Newcastle and Ladysmith areas in KwaZulu Natal Province, South Africa, are home to clothing and textile enterprises. The two areas were also home to an ILO project targeting seven enterprises ranging in size from 100 to 1500 employees, the majority of whom were women. Both places had a high unemployment rate with an equally high incidence of HIV/AIDS. The enterprises were subject to strong competition from Asian imports.

The project sought to improve performance to enable the enterprises to sustain and grow, providing employment to rural women who were among the most marginal of groupings. Continued employment would enhance access to healthcare and intensive training would provide upgraded skills and empower a predominantly female workforce.

Partners, strategies and activities

Effectiveness in the implementation of the project’s work programme was made possible through the collaborative efforts of various local and international organizations that included the Swiss Government; the South African Clothing and Textile Workers Union (SACTWU); Northern KwaZulu Natal Clothing Manufacturers Association; local municipalities; the Clothing, Textile, Footwear and Leather Federation (CTLF) and the
Sector Education Training Authority (SETA). The Government of Switzerland contributed USD 1.4 million for the project.

Baseline assessments were conducted at the selected firms and the project was launched in June 2004 with the seven participating enterprises whose employees - working in knitting, clothing, medical and industrial textiles and related operations - as the target group. Based on the assessments conducted at each enterprise, a centralised (college) training programme was developed for implementation teams, managers, team leaders and internal trainers and facilitators. Training focused on world class manufacturing practices such as teamwork, visual performance measurement, quality, problem solving, maintenance, and human resource development. Learning was customised and applied in the in-factory situation supported by experienced consultants. Performance improvements were measured against hard internationally approved criteria.

Results and success factors
A simple Human Resource Policies Procedures Manual to support performance improvement initiatives was also developed. This manual was adopted and is currently being implemented by five of the participating enterprises. During the course of the project seven internal facilitators were trained and at the project's conclusion in 2005 twenty-eight team leaders were trained and accredited. To foster sustainability, a tool for assessing team leader competencies was developed for use in team leader selection.

Policy impact
The project demonstrates that performance improvement can be achieved through a combination of best practice implementation, skills development, underpinned by a healthy labour management dialogue at the enterprise level. This could help to shape industrial policy around performance improvement.

Potential for replication and ups-scaling
There is great potential for replication of this approach in the clothing and textile sector elsewhere in South Africa. This would significantly increase the number of beneficiaries. Indeed it could be extended to other countries on the Africa continent. All the basic elements are there, save perhaps for some modest financial resources to give such programmes a kick-start.
SOME TESTIMONIES FROM BENEFICIARIES

“Working hand in hand with management has been a great success”
- Jabulani Majola, Shop Steward

“This has been the greatest job I have ever done, changing people’s lives positively” - Nozipho Zulu, Internal Facilitator

“I have learnt to respect and treat other people as equal human beings in the workplace” - David Robinson, Line Manager

“My personality changed from being an unapproachable person to being a team person who communicates effectively with others” - Zanele Malinga, Internal Trainer

“There is power in dialogue and through that power lies understanding”
- Sharon Small, HR Officer

“This project has helped me to be an outspoken person even though I was one that could never speak” - Iris Ramberose, Internal Trainer

“(I) understand the importance to have respect for others. There is nothing that beats involvement from everybody and it makes me realise how important it can be from inputs that you get from the workforce” - Andre Struwig, Plant Manager

“We as shop stewards can sit down with management and resolve each and every problem we meet in the company without having complaints and sending mandates all the time” - Thuli Ngwenya, Shop Steward
South Africa

28. Promoting industrial democracy, peace and stability

For four years, from 1995, an ILO/Swiss technical cooperation project worked in South Africa to give hundreds of thousands of ordinary workers access to justice. The workers were citizens historically excluded from fair and effective redress for wrongs committed in the workplace during the dark years of apartheid. In the post-apartheid era, access to justice helped to ensure that the advantages of democracy were translated into fairer work places and the creation of a stable labour relations environment.

Partners, strategies and activities

With the collaboration of the South African Department of Labour, trade union federations and employers’ organizations, the ILO helped to establish the Commission for Conciliation, Mediation and Arbitration (CCMA) of South Africa as an independent institution for dispute settlement, serving all the nine provinces of the country. The Commission has enjoyed the confidence of both business and labour. Apart from the impact on the lives of the individuals who benefited directly from the CCMA services, the establishment of a dispute resolution system contributed to enhancing democratic governance and promoting social, economic and political stability in the new South
Africa. The project targeted ordinary workers anxious for decent and fair treatment, with democracy at the workplace, and employers who wanted a system with credible and efficient procedures.

**Results and success factors**

Once again the ILO, through the ILO/Swiss Project, has built on its experience in South Africa to work with the social partners in a growing number of African countries to develop the capacity, expertise, knowledge and skills to manage labour market conflicts and enhance the prospect of peace and stability. With its head office in Johannesburg and offices in each of the 9 provinces, 100 full-time, 300 part-time conciliators and arbitrators and 300 support staff have been trained. An electronic case management system that handles over 100,000 cases each year has been developed.

Respect for procedure has increased dramatically and unprocedural industrial action has virtually been eliminated from the South African industrial relations landscape. The CCMA services have brought economic and industrial justice to literally hundreds of thousands of citizens, many of them poor and marginalized, by providing restorative and financial redress to victims of unfair dismissal and unfair labour practices. The CCMA is the largest national social institution built in the post apartheid era; in 2006 it celebrated its 10th anniversary. It has since its inception, handled well over a million disputes.

**Policy impact**

Recently, the new dispute resolution institutions in Southern Africa have come together in a programme supported by the ILO to establish the Southern African Dispute Resolution Forum. The Forum will promote cooperation on training and technology transfer and stimulate debate on how to entrench and sustain best practice in dispute resolution in the Southern African region.

**Up-scaling and potential for replication**

The CCMA has served as a model and an inspiration for building institutions of dispute settlement in 6 other countries in the Southern African region (Botswana, Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe). In each country the ILO has facilitated a programme of labour law reform providing the statutory architecture to replace flawed dysfunctional dispute resolution systems with modern systems which aspire to best practice. The ILO has advised on the development of new institutional arrangements for dispute settlement, and trained over 250 conciliators and arbitrators to be deployed in those countries.

SOCIAL DIALOGUE Website: [www.ilo.org/dialogue](http://www.ilo.org/dialogue)
Southern Africa

Botswana, Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe

29. Training for effective dispute resolution

Volatile labour markets, poor dispute resolution capacity and the need for a greater labour market stability to attract investment, stimulate growth and create employment are all matters of serious concern for six Southern African countries, namely: Botswana, Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe. Of equal concern is the need to extend access to industrial justice through effective dispute resolution machinery.

The ILO/Swiss Project on Regional Conflict Management and Enterprise Competitiveness Development in Southern Africa is implemented in the six Southern African countries under the aegis of tripartite task forces. The project which ended in 2006 was implemented in two phases: from 2000 - 2002 and from 2003 - 2006, with funding from the Swiss Government.

Partners, strategies and activities

Project partner institutions include national trade union federations, national employers' organizations in each participating country, the University of Cape Town, the University of Namibia, the National University of Lesotho and the University of Zimbabwe. The four universities agreed to co-sponsor a joint postgraduate diploma programme in Dispute Resolution and to jointly confer the qualification. This was the first time cooperation of
such magnitude by universities in the SADC region was initiated. The universities and the project provided teachers. The diploma programme was run in two parts: theory and practice, each taking approximately five weeks. The theoretical part consisted of several modules, covering Generic Labour Law, National Labour Law, International Labour Standards, Human Resource Development, Industrial Relations and Labour Economics. The practical part consisted of training in the art and practice of mediation and arbitration, and was taught at one centre in Namibia thus promoting cross border understanding and relationship building. Candidates sat examinations in each part.

Results and success factors
The ability of the national governments and the social partners to address industrial disputes has been boosted significantly. The target group has also acquired valuable marketable skills. From the three diploma programmes offered, a total of 180 graduates from 6 countries attained the Postgraduate Diploma in Dispute Resolution. A broader understanding of dispute resolution challenges in the SADC countries and a significant boost to the dispute resolution capacity has been achieved in the participating countries. There is greater practical cooperation among leading universities in the sub-region; integration of the ILO approach to dispute prevention and resolution has been integrated into their training curricula.

Policy impact
All policy decisions in relation to the programme were the product of dialogue at the national level. This project formed part of a wider initiative undertaken by the ILO/Swiss project in these countries to reform labour law and introduce modern, effective dispute resolution arrangements. In this sense it has had a deep impact on policy development in each country.

Potential for replication and Up-scaling
The approach has been followed in Tanzania. In Namibia and Zimbabwe and in South Africa, local universities have continued to offer the diploma. The number of beneficiaries has increased significantly and will continue to do so in the years agead.

SOCIAL DIALOGUE Website: www.ilo.org/dialogue
Eliminating Child Labour and Promoting Labour Standards
Cameroon


The Chain of Solidarity in the Fight Against Child Trafficking is an initiative in which former victims of child trafficking and their parents have been mobilized to develop ownership of the rehabilitation and reintegration action programme for rescued children. The Programme of action for the Rehabilitation and Reintegration of trafficked children was implemented by an Association of women from the Northwest Province known as NKUMU FED FED (meaning Union of Bali-Nyonga Sisters), in collaboration with an NGO called the Association of Children, Youth and the Future (ASSEJA). Through the Chain of Solidarity with a myriad of diverse actors, this programme was implemented from 2004 to 2006 under the ILO/IPEC-LUTRENA framework.

Partners, strategies and activities
Major partners in the implementation of this program were Cameroon’s Ministry of Labour and Social Security; Ministry of Social Affairs and ILO/IPEC-LUTRENA programme at the ILO Sub-Regional Office for Central Africa responsible for the coordination; NKUMU FED FED and ASSEJA as implementing agencies, and all Government ministries/institutions involved in the protection of the child. The activity was funded by the US Department of Labour.
The Northwest province is a major zone of origin of trafficked children. This programme of action was therefore initiated to rehabilitate and ensure the permanent reintegration of victims from this province as well as provide both the victims and their parents with alternative sources of livelihoods. This approach provides a sustainable prevention strategy which significantly contributes in combating the phenomenon. The targeted beneficiaries were thus trafficked children, their parents and community support organizations.

Results and success factors
An intervention chain against child trafficking enabled the various actors to develop synergies and a participatory approach in the rehabilitation and reintegration process. The number of beneficiaries exceeded the projects estimates. Although the project’s target was 100 children and 50 parents, upon execution 103 children benefited (among them 33 girls and 37 boys rehabilitated by NKUMU FED FED; and 14 girls and 19 boys rehabilitated by the NGO ASSEJA). Support kits to the children provided by the project included sewing machines, hairdryers, mechanical, masonry and carpentry tools, ingredients and equipment for baking and pastry making as well as books and school equipment. The children rehabilitated continue to benefit from close support offered by ASSEJA and NKUMU FED FED - especially on training and management techniques. In addition, parents (especially those from Northwest Province) regularly provide food for children still undergoing training. With regard to the parents of children affected by child trafficking, these were trained within the project on the management of income generating activities. The beneficiaries have today constituted themselves into an association which contributes to the prevention of human trafficking.

The wide impact of this project has generated a strong commitment from several actors. Rural women from areas in which NKUMU FED FED operates, have committed themselves to sensitizing their community on child trafficking and, consequently, have built a Rehabilitation Centre for victims where the children are taught better alternatives for reintegration into socio-professional life. Community Vigilance Committees have also been formed to maintain order and prevent trafficking. There is an increased involvement of institutions such as the Interpol, the national police, and armed forces in the control of child trafficking.

Traditional and administrative authorities as well as religious leaders have gained knowledge on the problem and strategic measures to fight child trafficking. Specifically, the traditional ruler of Bali Nyonga (known as Fon) during the project execution, offered hectares of land on which NKUMU FED FED and the women of Bali have built the rehabilitation centre in the Northwest. Forty children benefited from book award and school material while 56 parents were trained in management of income generating activities and 70 received seed money to start small business.

On the 12th and 13th June 2006, the International Labour Organization and the US Ambassador organized a fair to exhibit and promote sales of items produced by beneficiaries of the programme. As a result of the implementation of the programme, many women in NKUMU FED FED have been empowered through the experience
acquired and this has enhanced the groups’ commitment to the fight against child trafficking to date.

**Potential for Replication**

A validation workshop of the legal framework on child trafficking organized in Yaoundé in September 2005, recommended a larger scale expansion of the use of the reporting format developed during the programme. The decision to conduct other workshops after training has enabled the rehabilitation task to be extended to other zones. An annual LUTRENA workshop held in Bamako (Mali) in May 2005 adopted the reporting format for all countries where the LUTRENA is being implemented. LUTRENA-clubs similar to those run by LUTRENA-Cameroon have been formed in other countries (eg. Benin).

**Up-scaling**

NKUMU FED FED is training communicators and other civil society actors. Two other programs of action (PA3 and PA7) have significantly drawn from the LUTRENA framework and use the rehabilitation model of NKUMU FED FED. The ILO-Sub-Regional Office in Cameroon is working with the Cameroonian Employers Union (GICAM) on a strategy of fundraising in order to develop strategies at national level for more ownership and sustainability as far as the rehabilitation and reintegration of victims is concerned (in the framework of corporate social responsibility).

LUTRENA Website: [http://www.lutrena-ipec.com/](http://www.lutrena-ipec.com/)
Democratic Republic of the Congo

31. From child soldier to entrepreneur

Nineteen-year old Elois comes from a very poor family in the Eastern part of the Democratic Republic of the Congo (DRC). His peasant parents were not able to support his education after the fourth grade. During the war that later ended with the movement led by Laurent Kabila coming to power, Elois’ village was invaded by rebels who killed, looted and committed atrocious acts of brutality on the local population. Families whose children had joined the army were better off, respected in the community and more or less spared from the abuses. Elois who was the oldest in his family decided to join the Mai Mai militia and was encouraged to do so by his family. He was then 13 years old.

Elois stayed with the armed group for five years, during which time he won respect from peers and superiors alike for his exceptional ability to use weapons; he won a prize for being the best shooter in his group. During that period he managed to earn some money which he sent home to support his family. After the ceasefire agreements were signed most commanders left for Kinshasa to take up high positions in the transitional government while Elois and his ‘brothers-in-arms’ were left in the bush, abandoned to their fate. Life became difficult; they were sleeping out in the open jungle with very little to eat. Bitter and disillusioned, Elois decided to go back home, though fearing that he might be pursued and punished for desertion. He was then 18 years old.

Now back in his family, Elois found the living conditions to be much worse than before. The family had nothing and no one could help them; they had a meal only once every two or three days. The parents could no longer work in the field for fear of the militia who often attacked them and took away their harvest. Sheep bought with the money that Elois had been sending home while away in combat had been stolen.

**Partners, strategies and activities**

A year later Elois learnt from some friends he had been with in the militia that there was an opportunity for him to get vocational training and some help to start a business.

A local NGO named FSH had initiated the programme and was working with local authorities, youth and religious organizations to identify suitable candidates for training. Elois presented himself and was selected as beneficiary to the programme. He chose to
become a baker. He received free training in baking that lasted two-and-a-half months.

With six other ex-child soldiers that included two girls, Elois started a baking micro enterprise which they called Bois Noir (French for Black Wood). Another NGO, Group One, provided them with all the necessary equipment to start a bakery business. They also received a three-day training to help develop their management and commercial skills. They were also assisted in developing a business plan and advised on marketing techniques.

**Result and success factors**

Elois lives in a very poor neighbourhood. Recognizing that people are extremely poor and cannot afford the normal loaves of bread sold on the market, he has decided to produce smaller loaves that most people can afford. He also goes to the customers instead of them coming to him, and has realized that people appreciate this very much as it saves them the time. He and his colleagues now produce and sell 350 loaves of bread daily. The staff of Group One still comes to the bakery regularly to support them with advice on production techniques and business management. Elois feels happy and confident with his business.

It is six months now since Elois finished his training and started the bakery. He has been earning enough money to support his family. He is able to feed them daily and to meet other minor family expenses. Elois is also thinking about getting married soon.

**Up-scaling**

Elois and his friends want to develop their business, expand their production, hire more employees and look for more customers. They are supported by the staff of the ILO funded Group One project for now, but will be able to access the services of an independent structure of Group One even after the end of the ILO/IPEC project.

Note: FHS (Fondation Solidarité des Hommes) and Group One are to implementing agencies of the ILO/IPEC project which work in Bukavu, South Kivu in the DRC. FSH provides vocational training to 200 ex-child soldiers and Group One provides employment support to the same target group. In addition, FSH, by providing schooling, prevents recruitment of 150 vulnerable children every year.

IPEC Website: [www.ilo.org/ipec](http://www.ilo.org/ipec)
Egypt

32. “Red Card to Child Labour!”: Campaign at the Africa Cup of Nations, Egypt, 2006

This Red Card to Child Labour campaign was conceived to raise awareness about the impelling need to fight child labour, through direct contact with the public and the media. It popularized ILO’s messages on child labour and encouraged national and local authorities, employers’ and workers’ organizations, civil society, community leaders, youth, children and their families to take action. Its success rested on mobilizing key political figures and celebrities from the sports and the arts in creating an Egyptian and even broader movement against child labour. The campaign built on successful Red Card to Child Labour initiatives that started at the Africa Cup of Nations (ACN) held in Mali in 2002.

Partners, strategies, activities

This initiative, revolving around the Africa Cup of Nations held in Egypt in January 2006, was organized by the ILO Cairo-based Sub-Regional Office for North Africa and ILO/IPEC, in close partnership with the FIFA and the CAF, which facilitated activities held in the stadiums; and Egypt’s National Council for Childhood and Motherhood (NCCM), that mobilized its strategic contacts and alliances at all levels. Other partners included a dozen leading NGOs actively engaged in fighting child labour such as Terre des Hommes, Caritas, Save the Children, CEOSS, Egypt’s Scouts movement and Red Crescent. They helped out in the campaign core activities and organized side events such as mock football tournaments, marches, drawing, singing and poetry contests.
The campaign was launched under the auspices of Egypt’s First Lady, Mrs. Suzanne Mubarak. It targeted children and their families; NGOs, employers, workers, policy makers, and the community at large at the national and local levels.

The main thrust of the campaign consisted of activities organized in and around football stadiums throughout Egypt. They included the display of banners with the ILO slogan “Children to school and parents to work”; the airing of the Red Card song - adapted to Arabic and interpreted by Egypt’s popular singer Khaled Selim; the development and airing of a video-clip for it; short statements on the radio; T.V. interviews and a TV spot with a voice-over by popular Egyptian actor, Ahmed Ezz, also aired in public facilities; posters displayed throughout the country, the development and dissemination of various gadgets (Red Cards, pins, pens, key-holders, small flags, caps, T-shirts, backpacks, footballs) carrying the Red Card logo.

**Results and success factors**

The campaign attracted interest and wide media coverage nationally and abroad. An NGO Forum on Child Labour was set up by participating NGOs. It is meeting regularly, with ILO facilitation, to ensure the sustainability of the campaign, share information; develop innovative approaches and partnerships on advocacy and other interventions. It has broadened to include more NGOs, international agencies, workers’ and employers’ organizations.

Building on the success of this Red Card campaign, the SCREAM (Supporting Children’s Rights through Education, the Arts and the Media) ILO/IPEC tool was adapted to Arabic and launched in Egypt on 12 June 2006, the World Day for Child Labour, at the Italian Embassy in Cairo. A training-of-trainers workshop on the use of the SCREAM methodology was then organized at ILO Cairo’s premises, targeting NGOs, Ministries, the media and other key institutions working on child labour. It was followed by similar ones organized by the institutions that had received this training.

In late 2006 UN agencies used the Red Card in their “Sailing the Nile: MDG awareness campaign in Egypt”. The items developed for the campaign are still popular; and so are the Arab Red Card song and its video clip. The ILO won a USDOL tender for a $5 million project on “Combating Exploitative Child Labour Through Education”, in partnership with WFP and UNICEF, based on the success of that Red Card campaign. The project is using the Red Card and SCREAM for its awareness-raising components.

The singer Khaled Selim and actor Ahmed Ezz have become ‘Friends of ILO’s SRO Cairo’. They have been putting their charisma and talents at the service of ILO work on child labour and other decent work agenda topics.
Policy impact
ILO was asked to provide feedback on Egypt's first survey and National Strategy on fighting child labour. UN agencies solicited its leadership in the UNDAF outcome aiming to eliminate the worst forms of child labour. In early 2007 ILO developed a National Plan of Action, within the above National Strategy, centred on Egypt's worst forms of child labour.

Up-scaling
It is possible and desirable to up-scale this campaign, to include other popular sports champions and prominent figures; involve schools and civil groups, and reach even remote communities.

Potential for replication
In many African countries the world of sports offers an ideal entry point for child labour awareness-raising. This type of campaign can be replicated easily. Many approaches, partnerships, activities and gadgets have been developed, tested and refined. Prominent sports champions, many of which have themselves been working children, are ready to become involved, and so do civil society, national and local authorities, and other key actors.

RED CARD Website:  http://www.dream-makers.ws/clients/ilo/
see also:  www.ilo.org/ipec
Morocco

33. Action against worst forms of child labour

“I am 14 years old. I have worked as a house girl in several families. It was difficult work that lasted long hours; some of the people I worked for treated me very badly. As I kept seeing other children of my own age going to school - something I was deprived of - I hated my own situation. Now, thanks to the project, I have been able to learn good Arabic, French and Mathematics. I am so happy to have escaped from the ill-treatment of my former employers. I have benefited a great deal from the education I have received and have greatly enjoyed the various leisure activities organized by the project”

This is a statement by a child removed from the harsh conditions of domestic work and now receiving non-formal education in the Moroccan town of Sale, Rabat region. The project she is referring to is an ILO supported initiative aiming at preventing the worst forms of child labour - especially for children working in small scale handicraft enterprises, waste collection and domestic work - and improving their lives through education, vocational training and improved working conditions.

Partners, strategies and activities

The project is implemented under the Ministry of Work and Vocational Training, working closely with the Moroccan Association for Assistance to Children in Precarious Situations (AMESIP). The employers’ organization has also supported the activities of the project.

Sports are used as a principal intervention strategy to attract children to the Hay N’Bay Centre where specially designed programmes are organized that aim at preventing child labour by providing non-formal education as well as vocational training in relevant trades; sensitizing children against premature youth employment; removing children from work by proposing viable alternatives, and improving the living and working conditions of working children over the age of fifteen years who are not involved in the worst forms of child labour. In the latter case, for example, the working children have received non-formal education, participated in leisure activities, benefited from health care and safety programmes that include provision of protective gear for use in jobs that require such protection. Those extricated from the worst forms of child labour are provided with non-formal education that prepares them for reintegration into the formal school system where they continue with their education.
Results

The project has succeeded in removing from employment 600 children who have been taken back to school or are receiving non-formal education designed to reintegrate them in the mainstream school system. As a way of curbing child labour the project has supported schooling for more than 1200 children who were at risk of leaving school and go searching for jobs. As an added measure, it has sensitized 7,000 school children on the adverse effects of child labour. Furthermore, the project has helped improve the living and working conditions of more than 450 working children aged over 15 years who were not involved in the worst forms of child labour, and probably saved the lives of many who may have been prone to health and other risks at work.

Policy impact

This project and similar initiatives have contributed to the formulation of a special law on domestic work by Moroccan children that will make it illegal to employ children of less than 15 years of age.

Replication and up-scaling

The strategy and activities involved in this project have demonstrated that removing children from employment and reintegrating them in the school system is attainable. This has encouraged development of similar initiatives in other regions of the country attempting to fight the menace of child labour. The project has entered a second phase where it will scale up its operations and coverage; two pilot projects are under preparation that will have a wide coverage in two regions most notorious for practicing child labour.

IPEC Website: www.ilo.org/ipec
Senegal

34. Action against the worst forms of child labour in rural areas

The worst forms of child labour are found not only in urban workplaces and homes but also on farms in rural settings where the work and the environment in which it is done can be very dangerous for adults, let alone children. In Senegal, a project has initiated a two-pronged approach to fight child labour in agriculture and animal farms: direct prevention and enhancing the capacity of relevant institutions to prevent child labour.

Partners, strategies and activities

PLAN SEGEGAL, an International NGO, operates in the Thiès region of the country. Its objective is to contribute to the prevention and elimination of child labour in 67 villages in rural communities of Ngoundiane and Tassete in the region. The programme of action fought against the worst forms of child labour, targeting children who were already working, those who were at risk of being recruited for such work, as well as their families. The 12 month project was implemented in a collaboration between ILO/IPEC, the Thiès Governance, the Inter-sectoral Regional Committee, AEMO, local authorities, sub-prefectures and other local NGOs. The institution in charge was involved in the sensitization, information sharing and training of final beneficiaries, intermediate partners, workers, employer and government organizations so that they could assume responsibility for tackling the problem of child labour.
Results and success factors
The programme of action has facilitated the creation of a framework for exchange of ideas between different actors led by the Governor of the region, who is the main actor in its implementation at the regional level. At the same time, seminars and workshops held in the process of developing regional plans for the prevention and elimination of the worst forms of child labour have contributed to harmonizing different interventions and to enhance local expertise on the problem.

Through the intervention of the action programme, children at risk or those extricated from the worst forms of labour in agriculture, were not only fortunate for being liberated from dangerous employment but were given the opportunities for formal education and training that lead to qualifications and the possibility to secure decent employment in the future. The assistance extended to families enables them to access credit from decentralized financial institutions that are used to strengthen their current activities. This, in turn, will compensate income deficit in their families that is created by removing the children from work. Now increasingly aware of the hazards the children are exposed due to the dangerous nature of the work, family members are now taking an active part in the fight against child employment generally and, in particular, work that is hazardous. Campaigns and sensitization strategies have led local authorities to be committed in the fight against the worst forms of child labour. This commitment is reflected in a proposal by the authorities to increase the budget so as to provide additional resources to support further activities. PLAN SENEGAL and other partners have adopted the methodology, techniques and procedures used by ILO/IPEC in the fight against child labour in keeping with the ILO Conventions No. 138 and 182.

Policy impact
PLAN SENEGAL’s programme of action is a pilot experience which has produced encouraging results and inspired national policies designed to fight child labour through education and professional training that lead to decent employment.

Up-scaling
The experience gained from the Project can inform national education and vocational training policies in such a way that they incorporate mechanisms to facilitate the reintegration of working children who have not been to school, or taken out of school, through appropriate formal vocational training programmes.

Potential for replication
Following the positive outcomes of the project, the programme of action can be replicated as long as there is strong commitment by the community and the authorities, and as long as procedures for training, support, supervising and follow-up are adhered to by the responsible institution.

IPEC Website: www.ilo.org/ipec
35. Bring them water, save the children from a chore that inhibit their development

More than five million South African children routinely fetch water for household use. In most cases, the time devoted to this work is limited and unlikely to interfere with the children’s schooling or harm their health. However, a study conducted in 1999 revealed that more than 200,000 children in South Africa spend more than 24 hours per week fetching water and wood in addition to time spent on other household chores and work, and that this is deemed to harm their development and education. They sometimes miss school, get to school late or are too exhausted to benefit from schooling. It is this group of children in the deep rural areas that a pilot project “Prioritising Water Service Delivery to households far from sources of safe water”, is targeting in Nongoma and Ugu, two municipalities in South Africa’s Kwa Zulu-Natal Province.

Partners, strategies and activities

The Department of Water Affairs and Forestry (DWAF) has been working with the programme ‘Towards the Elimination of the Worst Forms of Child Labour’ (TECL) to develop a tool that will facilitate “child-beneficial” prioritisation of water services to South Africa’s deep rural communities. TECL is a joint programme between the SA Government and the International Labour Organization, implementing key elements of the government’s Child Labour Programme of Action.

Apart from working with local officials and councillors to develop the prioritisation methodology, the project’s work includes assisting children who have been disadvantaged through fetching water. This assistance could take the form of extra lessons at school or different social and health services to assist the children in catching up. It is thus not targeting a worst form of child labour but a form of child work which the South African social partners, including civil society, have specifically asked to be given attention. Key partners are the Government of South Africa through the Department of Water Affairs
and Forestry (DWAF). Other key departments which are participating include the Departments of Education (DoE), the Department of Local and Provincial Government (DPLG), the Department of Public Works (DoPW), the Department of Social Development (DoSD) and the Department of Health (DoH).

The project is being implemented in close cooperation with the local communities in the pilot areas. The traditional social partners of the ILO do not have a presence in the villages in which the pilot project is being implemented, which is one of the reasons the project partners are mainly working together with the local community. At a national level, progress on the pilot project is being reported to all social partners through the established structures overseeing the implementation of the Child Labour Programme of Action. The local community is very aware of the detrimental effects experienced by children engaged in excessive water hauling and is participating as a key project partner. The direct assistance to children is being implemented by a local Trust in collaboration with local teachers, health and social workers, churches, etc.

Results and success factors

The project is still being implemented but the intention is that once the long hours spent by children in collecting water have been reduced, the children will no longer be deprived of their freedom, childhood, education, fun and play, and natural social and physical development. Childhood should be a period of learning, recreation, and physical, mental and social development; excessive water hauling cuts down on the time available for these.

The Project has been able to document water fetching as a common household chore by children in these areas, and among those who spend excessive hours fetching water, the adverse effects they experience in relation to their health, well-being and schooling. In this regard, the Project has successfully partnered with the government of South Africa, and together they have taken on the task to prioritise water to areas where children are most affected and assist children whose schooling is adversely affected by having to spend many hours per week fetching water. The project has been very successful in raising awareness on the link between lack of easy access to clean water and excessive child work. The relevant government department (DWAF) has taken full ownership of the project.

Policy impact

The project has contributed significantly to the Department of Water Affairs and Forestry’s policy development in prioritising water where children in deep rural areas of South Africa are affected. Where DWAF earlier did not include information regarding the distances between households and water sources, this will now be one of the parameters in the prioritisation tool on which decisions will be based. Further more, the project has been designed so that it will be mainstreamed into the South African policy framework and guidelines so that it will benefit all water scarce areas.
Up-scaling

South Africa is facing major challenges in its drive to provide basic water to all by 2008 and basic sanitation to all by 2010. In the light of this, clear priorities need to be set regarding which communities should benefit first. A key factor that should be taken into account in setting such priorities is the extent to which provision of water will relieve children of undue hardship and give them a better chance of a better life. Children’s quality of life is expected to improve as a result of freeing time to school and play on the one hand and improved health by ensuring access to safe water on the other. The pilot project has been designed to facilitate water delivery to households far from safe sources of water. It is being implemented in remote rural areas where children have to spend four hours or more every day to fetch water. By delivering water to such areas the excessive time spent by some children in this household chore will be reduced allowing for more time for education and play.

Potential for replication

The project is an excellent example of how to mainstream concerns of child labour and child work into South African policies and programmes. The pilot project is also very relevant for other countries which experience difficulties in serving all households with piped, safe water.

IPEC Website: www.ilo.org/ipec
South Africa

36. Action programme on children used by adults to commit crime

Children used by adults to commit crime (CUBAC) is identified as one of the worst forms of child labour by ILO Convention 182. This is a social phenomenon that should be of interest to others, including criminologists and child justice practitioners. Information available indicates that adults’ engaging children in crime may be quite a commonplace phenomenon. It is assumed that children at risk of committing crime may also be at risk of being used by adults to commit crime.

Yet this problem had received little attention until the project, “Towards the Elimination of the Worst Forms of Child Labour” (TECL) in South Africa, initiated research and pilot programmes on CUBAC to examine the extent and scope of the problem as well as to find ways to address the issue in South Africa.

Partners, strategies and activities
The Project is implemented by the South African Department of Justice and Constitutional Affairs in collaboration with the Children’s Rights Project of the Community Law Centre at the University of the Western Cape; the provincial departments responsible for social development and for education; non-governmental organizations such as the National Institute for Crime Prevention and Reintegration of Offenders (NICRO); Creative Education with Youth at Risk (CRED), Youth Development Outreach
(YDO) and Restorative Justice Centre (RJC) as well as educational organizations in Western Cape and Gauteng provinces. It is funded by the US Department of Labour via ILO/IPEC, local contributions and the Community Law Centre. The project also aims at assisting 1500 children that are used by adults or older children to commit crime and or to prevent children at risk. Beneficiaries are receiving the following direct assistance: those referred through the child justice to diversion projects are working through a specific designed CUBAC module integrated in the diversion programme; children are assisted with the educational mainstreaming or alternative education support where applicable; and a primary prevention programme is being offered to children in selected high risk schools.

Results and success factors
Children used by adults to commit crime who have been arrested and prosecuted are increasingly being identified as victims. This recognition of their status as victims as well as perpetrators of crime is creating a change in mindset amongst criminal justice role-players. It also acknowledges their need to be assisted as victims of crime committed for adults and their right to be protected from the adults using them. Important factors that have contributed to the success of the project have been:

- An active juvenile justice sector engaged in issues such as the drafting of the Child Justice Bill, with good leadership from the lead ministry under the auspices of the Inter-sectoral Committee on Child Justice. This Committee represents all key stakeholders engaged in the child justice sector. As a result, using children to commit crime is likely to be recognized as a legal offence;
- Inter-sectoral co-operation from a range of provincial role-players;
- Criminal justice practice that allows for children to be diverted away from the criminal justice system for various reasons;
- The availability of interventions for children who come into conflict with the law.

Policy impact
The CUBAC phenomenon has been included in the Justice College training curriculum as well as training of police, prosecutors and probation officers at project sites. Prevention Manuals for teachers as well as for the various diversion programmes at the various project sites have also been developed. A Guidelines Manual for Role-players in the Criminal Justice System -including educators - was published and is being used.

Up-scaling
Targeting children in diversion projects and prevention programmes, thereby providing them with information about CUBAC and engaging them to develop appropriate life-skills so that they are able to recognise CUBAC situations and practise behaviours that enable them to disengage from those situations, while ensuring their safety are important factors to be considered. Through the project, CUBAC is placed on the agenda of national, provincial and local child justice coordinating committees while key institutions are strengthened to plan and deliver services and interventions for CUBAC.
Potential for Replication

The various products developed for the Project (manuals, guidelines & protocols) can also be used as framework documents for other countries. The final report, due in April 2007, will also set out good practices and lessons learned from the pilot programme that can be used as one example of a model on how to address children used by adults to commit crime.

IPEC Website: www.ilo.org/ipec
Tanzania

37. Saving children from hazardous work in the tobacco farms

The WHO estimates that tobacco-related diseases are expected to become Africa’s biggest single killer within 20 years. In the wake of the global movement towards tobacco control, many aspects of tobacco cultivation are poorly understood, including the grave health perils that workers face in a tobacco farming environment. Much attention has been given to the effects of tobacco smoking, ignoring the potential health hazards of working in a tobacco farming environment. Recent research has indicated a rise in green tobacco sickness, a form of acute nicotine poisoning that occurs after brushing against wet tobacco leaves. Research has also shown that there are many cases of fatalities associated with chemicals used in tobacco farming. Living and working in a tobacco farming environment also exposes one to the chemicals and waste generated by the plantations. Children working in tobacco farms are most vulnerable to these hazards and the effect on them can be frighteningly severe. Such children are therefore involved in the worst forms of child labour.

In the tobacco farming district of Urambo, in the Tabora region of western Tanzania, an ILO project has been working with local partners to save children from labour in the tobacco farms. The project is implemented with funding from ECLT (Eliminating Child Labour in Tobacco), a Geneva based foundation whose main role is to contribute to the
elimination of the use of child labour in the tobacco-growing sector and to promote a partnership between the trade unions, the tobacco growers and the corporate sector aimed at addressing child labour in tobacco.

**Partners, activities and strategies**

The ILO/IPEC-Urambo Tobacco Sector Project works in collaboration with the Local Government in Urambo. It also works with community-based organizations operating in the region in an effort to build the capacity of communities in the district, partner agencies and local institutions to eliminate hazardous child labour in the tobacco industry. The project supports children extricated from labour and re-integrates them into the primary education system while supporting the older ones with training in vocations of their choice. The latter are provided start-up capital in the form of working tools upon completing their vocational training.

As part of its objectives, the project also
- supports vocational students with life skills training such as prevention and control of HIV/AIDS;
- supports poor and vulnerable families to initiate income generating activities as a way of reducing poverty
- assists families to mobilize local savings by forming savings and credit cooperative societies;

The project has also supported infrastructure development, for example, construction of classrooms.

**Results and success factors**

The Project has facilitated the formation and training of Village Child Labour Committees in each of the 36 project villages in Urambo District who act as watchdogs against child labour. The Committees collaborate with village leaders and school officials to identify and withdraw children from hazardous labour and reintegrate them into the primary education system. The committees are responsible for monitoring the attendance of children thus reintegrated.

Implementation of the project’s activities is facilitated by one of the community based organizations operating in Tabora, TULEANE. Through this collaboration, the project has been able to support construction of a classroom at one of the primary schools in the district, capable of accommodating 40 desks. This has been achieved with the help of contributions from community members, school and village leaders. The community contributed bricks, sand and unskilled labour while the project supported the work by providing materials such as cement, roofing sheets and skilled labour. A foundation has been laid for the construction of a teacher’s residence at the school.

The project has won the appreciation and support of the Ministry of Education and Vocational Training whose Minister, the Hon Mrs Margaret Sitta, MP, has personally donated 40 classroom desks and 1 million Tanzanian Shillings to complement the local efforts. The project has also created a sense of ownership and commitment to the improvement of schools in the project area.
One of the most positive results of the project's activities has been a growing interest in schooling among children. This is demonstrated by the improvement in school attendance as well as the good performance among primary school leavers. In 2005 for example, 29 out of 30 children from Jionee Mwenyewe Primary School who sat for Standard 7 examination had passed and were selected to join secondary school. Primary school teachers in two wards in the district were trained on the effects of hazardous child labour, with special attention to work in the tobacco farms, and children's rights. Children from primary schools in these two wards sing their rights each Monday morning and during school closing ceremonies - which are attended by parents - so that the latter hear and support them.

Apart from supporting education and vocational training programmes the project has changed the lives of many people by supporting their income generating activities such as goat raising and tailoring. In response to social partner’s request in Urambo ILO has started a four-year second phase of the project, also funded by ECLT, with a higher scope in down stream activities (1,700 children to be provided with education and vocational training, and 300 parents to be supported in their income-generating activities). Upstream work will focus on programmes that transfer experiences to the tobacco industry and engage them in eliminating child labour and reducing poverty.

IPEC Website: www.ilo.org/ipec
38. Introducing Labour Standards to the Judiciary

Effectiveness of International Labour Standards will be significantly enhanced if members of the judiciary - judges and magistrates - as well as adjudicators, arbitrators and prosecutors are well versed in the substance and application of those Standards. Aware of this, the International Training Centre of the ILO in Turin (ITC) developed a training curriculum specifically intended for members of the judiciary. Across the years training programmes based on this curriculum have been implemented in many countries worldwide. In Ethiopia the programme was introduced for the first time in 2005.

Partners, strategies and activities

In October of that year the ILO Sub-Regional Office in Addis Ababa in collaboration with the ITC - Turin, the Federal Supreme Court of Ethiopia, and the Ethiopian Training Centre for Judges and Prosecutors organized a week-long workshop to train Judges in Ethiopia on the use of International Labour Standards. The workshop, hailed as an important event in the judicial system of the country, brought together judges from Federal First Instance level, Federal High Court Level and judges from selected regions of the country, as well as trainers from the Training Institute for Judges and Prosecutors, members of the Labour Relations Board that represents Government, Employers and Workers in the country. The latter two organizations were also represented by their respective lawyers.
Facilitators at the workshop comprised ILO staff from the Sub-Regional Office in Addis Ababa, the ITC - Turin, and the International Institute for Labour Studies in Geneva. The President of the Botswana Industrial Court was invited to share the experience of the Industrial Court of his own country in the area of International Labour Standards. A lecturer in Labour Law from Addis Ababa University lectured on the current labour law in Ethiopia.

**Results and success factors**

This first workshop was considered a great success. Interest was expressed by the Federal Supreme Court and the Training Centre for Judges and Prosecutors to extend the training to the regions of Ethiopia so as to ensure coherent application of International Labour Standards in the context of Labour Law. Thanks to financial support of US$ 50,000.- from UNDP, two regional workshops were organized during the second half of 2006. Under the same support, two judges, one from the Federal High Court and another from the Federal Supreme Court, attended a two-week training course on International Labour Standards (specially designed for judges) at ITC - Turin. It is hoped that more training activities will be carried out in the years 2007 - 2008.

The training provided has had some practical results; at least one Federal High Court judge has already delivered several cases referring to International Labour Conventions - in particular the Termination of Employment Convention No. 158 (1982) which Ethiopia has ratified. Consequent to this several lower court decisions were reversed to the relief of workers who had been dismissed for unjustified reasons as defined under the convention. In the event the employer was ordered to compensate the workers. Moreover, several judgments referred to the “burden of proof rule” whereby the employer was found not to have provided adequate evidence to justify dismissal.

These cases were later used as the basis for group exercises in a follow-up training workshop organized jointly by the ILO Sub-Regional Office and the Training Centre for Judges and Prosecutors. It is hoped that these exercises will further enhance other judges’ capacity to refer to International Labour Standards - particularly in view of the fact that their judgments are likely to be subject to examination by the same Federal High court Judge in case of appeal.

**Up-scaling**

For sustainability purposes, the project is keen to build up national capacity for Ethiopian trainers to progressively take over the training in ILS within a period of two to three years. Accordingly, the Federal High Court judge has already started contributing to training in the follow-up workshop. He also participated as a resource person in the two regional workshops held in December 2006. Two trainers from the Training Centre for Judges and Prosecutors are expected to attend a two-week training at the ITC - Turin during 2007. On their return they will constitute a valuable reservoir of trainers for the training programmes that are planned for the other regions of Ethiopia, pending funding availability. Also in the pipeline is the development of a training curriculum on Labour Law and International Labour Standards to be incorporated in the Training Centre for Judges and Prosecutors, planned to be completed within the next two years. Involved
in the development of the curriculum will be a small team of lawyers who will have undergone training in Turin, under the ILO initiative. All this means that Ethiopia is headed for an elaborate training programme that will ensure a good understanding of International Labour Standards in the judicial system of the country. This augurs well for workers and employers alike.

NORMES Website:
Conclusions

The 38 stories presented in this publication do not provide a single formula for improving people’s lives. Rather, they offer examples, suggestions and ideas for national governments, social partners, the international community and NGOs on how Decent Work can contribute to improving people’s lives in the context of the national growth and poverty reduction strategies, NEPAD priorities, the Ouagadougou Plan of Action and the Millennium Development Goals. Here are some of the lessons learned from the success stories:

• The success of a project can be significantly influenced by the support it gets from the social partners.
• Social dialogue is effective in contributing to stability and security for all through participation. It also ensures that economic programmes meet basic and affordable social protection requirements.
• It is not only the amount of funds and personnel put in a project that matters; equally important are the tools used and the participation of the target group in the project design and process management.
• Tools used for intervention are most effective when adapted to the environmental context of the target population.
• Decent work is a productive factor that can significantly improve enterprise competitiveness.
• Enterprise development and Local Economic Development programmes should fully integrate persons living with disabilities.
• Micro-credit plays a critical role in the development of micro, small and medium-sized enterprises, and Local Economic Development programmes. However, provision of credit ought to be preceded by training in the technical aspect of the enterprise undertaken by the recipients of credit, and prudent use and repayment of loans.
• For a development programme that needs to reach large numbers of people scattered in a vast geographical area, the radio medium can be a powerful means of communication: it knows no geographical boundaries, has no limitation to time or space and, above all, it can by-pass illiteracy.
• Cooperatives, especially those in rural areas, have a competitive advantage and can play a key role in improving the lives of their members in particular, and the community generally. With regard to HIV/AIDS, they have both the potential and capacity to make a worthy contribution in the war against the pandemic.
• Employment Intensive Investments are not only effective in generating decent employment and reducing poverty; the participatory approach inherent in them - where beneficiaries take an active part in all stages of projects (project identification, planning, management and evaluation) creates a sense of ownership of and responsibility towards the project. This is critical for sustainability of development projects.
• It is not enough that preventive measures and controls are taken against the worst forms of child labour, child trafficking or child crime; equally important is the
necessity to initiate pre-emptive measures aimed at providing alternative ways of livelihoods both for vulnerable children, victims and their families, thus mitigating the conditions that force children into the worst forms of labour or child trafficking in the first place. These may include providing support for schooling of vulnerable children; integrating victims of child labour into the school system, providing vocational training, and helping victims and their families set up and run SMEs.

- In the interest of social justice and industrial relations it is important to enhance, through training and exposure, the capacity of judges, magistrates and prosecutors in the application of International Labour Standards. Similar training should also be extended to members of labour relations boards and government labour inspectors.
- Functional education - especially functional literacy - enhances peoples' competencies and helps broaden their capacity to adapt themselves to change.
Process and acknowledgement

To produce this publication *Success Africa, Partnership in Decent Work - improving people’s lives* stories depicting cases of successful activities were solicited from the partners of the ILO field offices in Africa; they included governments, workers and employers’ organizations, development partners, technical cooperation projects and NGOs. In a few cases, success stories were submitted by ILO headquarters. Of the 39 submissions received all except one are presented here.

The collection of the stories and production of this publication was coordinated by Jürgen Schwettmann, Director of the ILO Office for Eastern Africa. The stories were edited by Mr. Sam Mshiu, ILO consultant based in Moshi, Tanzania, and in all cases the agencies, institutions and officers who submitted them were given an opportunity to verify the edited drafts for accuracy.

The edited stories were translated into French by Ms Emmanuelle Bernard under the supervision of Ms Nieves Thomet (ILO Dakar), who had already collaborated in publishing the first issue of *Success Africa*.

The ILO would like to thank all the people who provided these cases and supported the whole process of producing this publication.

Note: this publication was designed and printed by Tanzania Printers Ltd., a company that was the subject of success story N° 17 which appeared in the first issue of *Success Africa*. 