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ILO Value Chain Development Portfolio Analysis

A stocktaking of ILO value chain related activities

Dalia Núñez
Merten Sievers

International
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Office
Geneva

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Job Creation and Enterprise Development Department

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Glossary of terms

BDS: Business Development Service(s), all non-financial business services, they may be provided by the private sector, government, business associations or NGOs to MSMEs to help them start, sustain and expand their businesses.

Decent Work: Decent Work (DW) is the ILO's overarching goal and the DW Agenda is its strategy for achieving it. The DW Agenda coordinates four strategic objectives relating to Creating Jobs, Guaranteeing Rights at Work, Extending Social Protection and Promoting Social Dialogue.

Facilitator: An agent, external to a market system, who seeks to bring about change within that market system.

Intervention: A specific package of temporary activities through which facilitators seek to bring about change.

KAB: Know About Business, a training tool developed by ILO for secondary, vocational and technical training institutes.

M4P: The Making Markets work for the Poor, or market development approach.

Market system: The multi-player, multi-function arrangement comprising three main sets of functions (core, rules and regulations and supporting functions) undertaken by different players, and through which exchanges take place.

Market: A set of arrangements by which buyers and sellers are in contact to exchange goods or services.

PACA/LOCA: Participatory Appraisal of Competitive Advantage, adapted to Local Competitive Advantage in Sri Lanka, is a proprietary product of Mesopartner, and has been implemented in a number of countries. The methodology (or 'tool') is a carefully structured sequence of interviews and workshops intended to generate a diagnosis of the competitive advantages and disadvantages of a given locality and designed to set out proposals for practical activities within a short period of time.

SIYB: Start and Improve Your Business, a business management training programme developed by the ILO, used to help potential and existing entrepreneurs start and expand businesses.

Sustainability (the market development definition): The market capability to ensure that relevant, differentiated goods and services continue to be offered and consumed by the poor, beyond the period of an intervention.

Systemic change: Change in the underlying causes of a market system's performance (typically changes to rules and legislation and supporting functions such as infrastructure) that can bring about more effective, sustainable and inclusive functioning of the market.

Tools: Relatively standardized methodologies for market analysis or intervention (e.g. value chain analysis and development, small business association development, SIYB etc).

VCA/D: Value chain analysis/development. Value chain analysis is the process of analysing structures, actors and processes within value chains. Value chain development (VCD) typically incorporates value chain analysis (VCA) and develops interventions building on upon strengths and weaknesses found during the VCA.

Abbreviations

BDS	Business Development Services
CSR	Corporate Social Responsibility
DFID	UK Department for International Development
EDB	Export Development Board
EMP/SEED	Boosting Employment through Small Enterprise Development
FAO	Food and Agriculture Organization
FIAS	Frankfurt Institute for Advanced Studies
GTZ/GIZ	Deutsche Gesellschaft für Technische Zusammenarbeit/ Deutsche Gesellschaft für Internationale Zusammenarbeit
ILO	International Labour Organization
IOM	International Organization for Migration
IRIS	ILO's Integrated Resource Information System
ITC	International Trade Centre
ITCILO	International Training Centre of the ILO
KIT	Royal Tropical institute
LED	Local Economic Development
LOCA	Local Competitive Advantage
M4P	Markets for the Poor
MDGF	Millennium Development Goal Achievement Fund
MEDA	Mennonite Economic Development Associates
MSE	Micro and Small Enterprise
MSME	Micro, Small and Medium Enterprise
NGO	Non-Governmental Organization
PAHO	Pan American Health Organization
SIDA	Swedish International Development Cooperation Agency
SIYB	Start and Improve Your Business
SME	Small and Medium Enterprises
UNAIDS	United Nations Programme on HIV/AIDS

UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNIDO	United Nations Industrial Development Organization
UN-HABITAT	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Development Fund for Women
UNODOC	United Nations Office on Drugs and Crime
USAID	United States Agency for International Development
VCA	Value Chain Analysis
VCD	**Value Chain Development**
WB	World Bank
WFP	World Food Programme
WTO	World Trade Organization

Foreword

Projects for enterprise development have moved away from a focus on firm level assistance, often found to be ineffective, towards a market system approach in order to better understand the underlying causes of bottlenecks in value chains. Value Chain development (VCD) starts by analyzing enterprises and their context looking into how a product or service moves from its conception to its final market. Based on this analysis, value chain projects can better define what is needed to make enterprise development more effective for economic development and poverty alleviation. ILOs projects in this area focus on the links between market opportunities, job creation and working conditions.

Technical cooperation operations under the Small Enterprise Programme pioneered the application of Value Chain development approaches in the ILO. In recent years the portfolio of projects using a sectoral approach or a value chain development has rapidly increased. This study traces ILO projects and interventions linked to Value Chains in more than 20 countries and gives a concrete overview of what the ILO is doing to promote more and better jobs in emerging markets. The study comes up with a series of lessons learned out of ILOs Value Chain work that will be valuable not only for ILO staff but for all development practitioners involved in Value Chain development.

The Portfolio Analysis was written by Dalia Núñez and Merten Sievers between November 2010 and September 2011. It relied on interviews and assistance of more than 40 ILO colleagues linked to the work of the ILO in these areas, both in the field and at HQ. All views expressed and any errors are the sole responsibility of the authors.

Markus Pilgrim
Manager
Small Enterprise Programme

1 Introduction

The ILO's project portfolio in Value Chain development has expanded rapidly in recent years from three projects in 2005 to 24 active projects in 2011. The extent of the ongoing work in this area calls for an assessment of the achievements so far as well as to consider current weaknesses and needs for improvement. The 2011 Value Chain Development Portfolio Analysis analyses ILO's projects related to Value Chain Development (VCD) in this sense.

The need for a deeper analysis of ILO's portfolio of VCD projects also arises in relation to a recent publication on the role of UN agencies in VCD. In this paper, Stamm and Drachenfels[1] found that many UN agencies claimed to have expertise in a wide range of Value Chain-related interventions and that as a result it was difficult to clearly distinguish the core competencies of each. They encourage the UN[2] to better define the specialization of each agency, improving possibilities of interagency cooperation and potentially increasing the efficiency of joint value chain development projects. Other recommendations include increasing transparency and improving internal knowledge management, to better understand *who* does *what* and *where.* These findings encouraged ILO's enterprise department to more clearly define the value added of the ILO in VCD.

This study addresses Stamm and Drachenfels' critical observations above by providing an up-to-date analysis of what the ILO has done and is doing in 27 Value Chain Development-related projects. The specific objectives were to:

- Map the implementation and strategy of ILO's portfolio in value chain, sectoral and BDS projects
- Identify the current strengths and weaknesses of this portfolio
- Further develop a clear ILO profile in Value Chain Development

[1] Stamm, A.; Von Drachenfels C. (ed.). Forthcoming. *Value chain development: Approaches and activities by seven UN agencies and opportunities for interagency cooperation.*

[2] FAO, IFAD, ILO, ITC, UNDP and UNIDO.

One of the challenges for an implementation analysis is that VCD is understood differently in different agencies, and even within the ILO different types of VCD projects exist[3]. While most projects use value chain analysis and related interventions as core tools, others use a less intense sector analysis to identify potential areas for job creation. This study identifies the vast range of different activities implemented under the value chain label and analyses how far the activities can be considered to be an ILO strength.

The first chapter of the study provides a brief introduction to the emergence of value chain analysis in the ILO. Chapter two is a description of the methodology used for the analysis of ILO interventions in VCD-related projects. Chapter three outlines major trends in the ILO's VCD project portfolio. Chapter four takes a closer look at ILO's specific interventions in the 27 VCD-related projects, draws conclusions from four project case-studies and analyses the strengths and weaknesses of ILO's VCD portfolio. Finally, chapter five draws conclusions and recommendations based on the ILO's work in Value Chain Development.

[3] For more discussions on the term Value Chain Development and on distinctions regarding Value Chain Development interventions, please refer to Altenburg, T. 2007, Humphrey, J.; Navas-Alemán L. 2010.

2 Emerging thinking and the ILO in Value Chain Development

This chapter provides a brief overview of the emergence of the Value Chain Development approach and addresses areas of current agreement and debate on VCD. It then outlines ILO's current approach and tools for value chain development.

In the mid 1990s, Value Chain Development started to receive increased attention in academia, largely as a result of globalization and its implications for global commodity chains[4]. The field of study has been expanding ever since. Value Chain Development has been enthusiastically taken on board by a large number of actors in development cooperation (including USAID, GIZ, UNIDO, FAO, UNCTAD[5]), private companies like BP and Unilever[6], but also national government institutions such as CORFO in Chile[7]. Value Chain Development is used to promote economic growth, competitiveness and job creation, but also to address the efficiency of existing supply chains to multinational enterprises.

Lately the general debate on how to intervene in Value Chains has become more specific, including work on distinguishing intervention types and effects (Altenburg 2007, Navas-Aleman 2010) and on how interventions in Value Chains can impact wider sectoral market systems (Ruijter de Wildt/Gibson 2009). Other authors have explored the impact of VCD projects on poverty alleviation (Navas Alemán 2010, Donovan 2010) and competitiveness and trade (WB 2010). Research has also been undertaken by national governments to define competitive advantages (Fernandez-Stark et al. 2010) and to explore how global markets are shifting from high-end northern markets to more middle class end markets in China and India, and how that influences global value chains and trade[8].

[4] See, for example, Gereffi and Korzeniewicz 1994.

[5] See a wide range of tools on www.value-chains.org.

[6] See Ivarsson and Alvstam 2010 on IKEA and www.unilever.com/sustainability/economic/impact-studies/indonesia/index.aspx.

[7] Fernandez-Stark et al 2010.

[8] Based on a presentation by R. Kaplinsky during an ILO-WB workshop in 2011 in Geneva. Information available on request from M. Sievers: sievers@ilo.org.

What is a value chain? A value chain "describes the full range of activities that are required to bring a product or service from conception, through the intermediary phases of production (...), delivery to final consumers, and final disposal after use. This includes activities such as design, production, marketing, and distribution and support services up to the final consumer (and often beyond, when recycling processes are taken into account). The activities constituting a value chain can be contained within a single firm or divided among different firms, as well as within a single geographical location or spread over wider areas. The term 'value chain' refers to the fact that value is added to preliminary products through combination with other resources (for example tools, manpower, knowledge and skills, other raw materials or preliminary products). As the product passes through several stages of the value chain, the value of the product increases."

(Source Value Chain Development for Decent Work, page 3)

Value Chain Development is being recognized as an important approach to private sector promotion but, as with many other approaches, still has to further prove its effectiveness in creating jobs and reducing poverty more effectively than alternatives. This is now being tested by ongoing initiatives that put a stronger emphasis on measuring and documenting results. The ILO is part of the efforts of the Donor Committee for Enterprise Development to measure results and is currently piloting the Results Measurement Standard in four projects, two of which are related to VCD[9].

Many agencies now promote a "market systems" approach that looks at underlying constraints in value chains to identify intervention points. The conceptual basis for this comes from a variety of sources, including the debate around systemic competitiveness[10] and, crucially, the *Making Markets work for the Poor* debate[11].

Although there is much agreement regarding use of value chain analysis in project implementation, there are still uncertainties as to what constitutes best practice.

The fact that many agencies and governments have turned to Value Chain Development does suggest that the strategy has the potential to achieve real impact. Some evidence of successful programmes has been collected on the DCED website[12]. Existing literature and the ongoing debate[13] also show some common ground on how Value Chain Development needs to be approached. This includes looking at key underlying constraints in value chains and focusing on end markets. Value Chain development typically also addresses the role of business and financial service providers and the role of business rules and regulations in the market system.

[9] VCD projects piloting the DCED results measurement standards include one in Vietnam and one in Timor Leste. For more information on DCED and their standards, see: http://www.enterprise-development.org/page/measuring-and-reporting-result.

[10] Esser et al 1996.

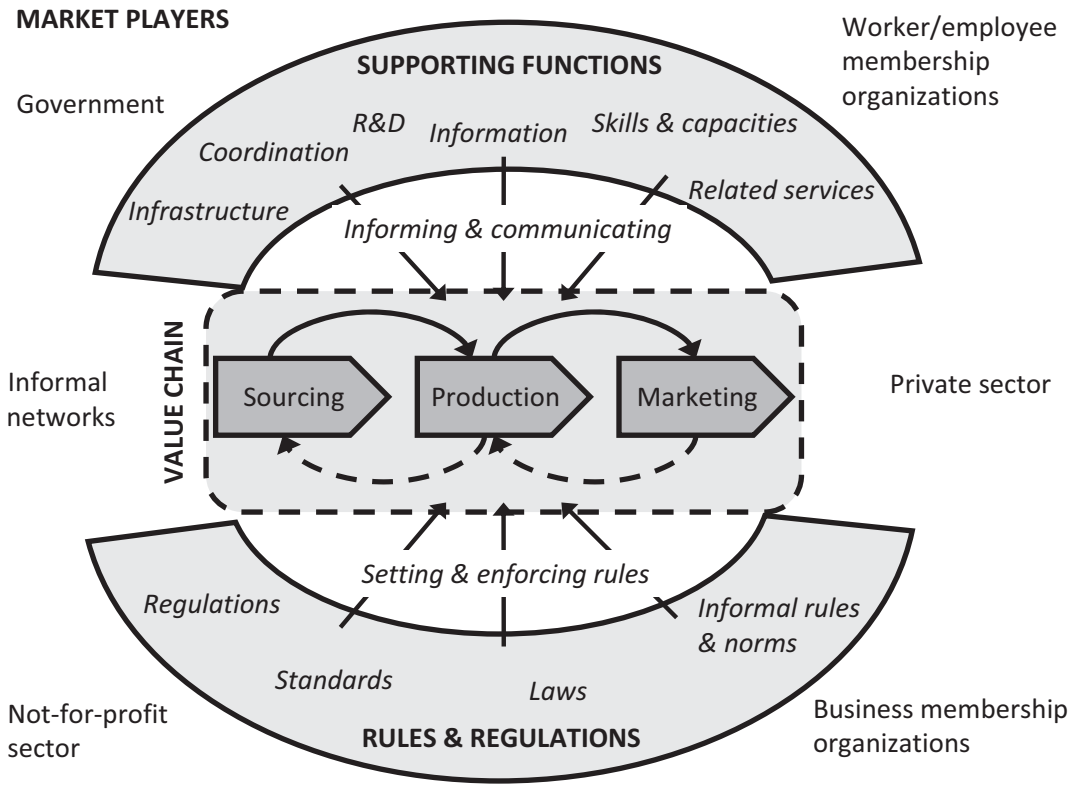
[11] See UK DFID and SDC: Operational guide M4P.

[12] See http://www.enterprise-development.org/page/stories#VC.

[13] As expressed by Value Chain related group discussions like the Market Facilitation (MaFi) on LinkedIn: (http://www.linkedin.com/groups?home=&gid=2441757) and the USAID sponsored Value Chain Wiki: (http://apps.develebridge.net/amap/index.php/Value_Chain_Development).

Figure 1: What is a Market System?

The diagram below is a graphical representation of the market system. At the centre are the value chains that bring products and services to the market. The immediate environment is formed by supporting f unctions (such as business development services and finance) and rules and regulations relevant to the chain (including labour rights). Of course, the wider context also plays a crucial part in determining this environment.



Source: ILO, based on a Springfield Centre Model (see the ILO "Value Chain Development for Decent Work" Guide 2009, p. 26).

There is also an emerging consensus on the role donors and governments can play when supporting Value Chain Development. VCD practitioners advocate a "light touch" approach emphasizing facilitation in order not to distort existing market systems. Markets need to be understood and addressed by measures that rely on a facilitation role that is as "market driven" as possible (see guide by USAID, SDC/DFID and ILO[14]). The "how to" of value chain development becomes crucial when discussing the role of the ILO. For these reasons Hakemulder[15] suggests the following:

[14] See http://www.microlinks.org, UK DFID and SDC 2008 and Herr, M.L.; Muzira, T. J. 2009.

[15] Hakemulder 2011.

> "Taking a facilitating role in bringing about systemic change means that *the ILO does not take on the role of, or replace, market actors*. That is, the ILO does not provide supporting functions to enterprises or other parties engaged in transactional relationships, and neither does it develop or implement policies or regulations. The most effective and lasting way to improve system functions is to enable market actors to fulfil their roles better in ways that benefit them, so that when the ILO withdraws they will continue to do so".

The main arguments in support of a market systems approach relate to the scale of outreach and the sustainability of interventions by government and donors that are external to the chain. If the desired impact is to achieve a long-term reduction in poverty for a significant number of people, then the argument goes that we need to support existing (often private) actors and market mechanisms. This would help them to grow, rather than cause the disruption that can result from overly state or donor driven approaches trying to provide quick fix solutions to markets. The market system needs to be able to respond organically to outside impulses; new ways of working, technologies, information flow etc. need to be introduced in a way that allows the market to take them up and expand after projects or government interventions end. The government has a crucial role to play as it is the agent that sets the rules of the game and the regulations around how value chains function.

While there is an emerging consensus, the list of unanswered questions around how best to develop Value Chains is still long. Issues of debate include:

- Which types of intervention should be considered market-distorting and which not?
- When to talk or not to talk about market failure, or just about a market that is not working well enough?
- How to best address issues that do not have an immediate economic return, like decent working conditions and the inclusion of marginalized target groups? Can these all be addressed by a "market driven" approach?
- When do external actors have a role to play in "re-balancing" the power relations and inequalities that exist in many Value Chains and how is this best done without seriously disrupting market mechanisms?

ILO's approach to VCD has evolved over the years with many influencing factors, one of which has been the practical experiences of field-work projects. This includes the 2005-2009 Enter-Growth project in Sri Lanka[16] and other projects developing Value Chains, and BDS markets in Africa and Asia[17]. Another group of projects that addresses questions on how to improve social dialogue and workplace practices in enterprises of specific economic sub-sectors has recently emerged as highly relevant to ILO's VCD work. This includes the "Better Work" programme and the "SCORE" projects.[18]

[16] See Barlow, S. 2010.

[17] See for example Miehlbradt 2002 or Anderson 2008.

[18] See www.betterwork.org and www.ilo.org/score respectively.

ILO's specific approach to VCD distinguishes itself by having "a strong focus on those chains that are most relevant for job creation and job quality improvement. The tools address the underlying systems and institutions that drive competitiveness and job creation in chains by using a market development approach. They build on private sector development strategies that seek to strengthen - enterprises, business relationships, market structures, and the business environment so that they channel more benefits to the poor and can create more jobs effectively."

Both projects are seeking to develop sustainable models that can improve both enterprise performance and working conditions in targeted sub-sectors.
The current VCD tools and projects are also a result of the ILO's engagement in the debate around markets for business development services that started in the late 1990s and which has led to the development of the Making Markets Work for the Poor approach. The ILO was an active contributor to this debate and has acquired substantial experience in developing BDS markets. Starting with a focus on more traditional business services markets, the debate moved towards embedded services and a more holistic approach to Value Chains and market systems in the years after 2004[19].

The ILO has been playing a key role in international capacity building and training for Value Chain Development through its International Training centre In Turin (a list of training courses is provided in ANNEX 5). Training courses have involved participants from more than 100 different institutions at the international level, including a large range of other UN agencies, bilateral donors and agencies, governments, and social partners, as well as private Value Chain consultants and facilitators. In the UN system the ILO is co-leading the UN Value Chain Development group, made up of nine UN agencies.

The ILO has also developed a range of tools for VCD[20], including a distance and in-person learning course on market development taught at the ILO's International Training Centre in Turin[21]; ILO's core tools are the Value Chain Development for Decent Work guide[22]; a guide on mainstreaming gender in VCD, Making the Strongest Links[23] and a guide that combines participatory territorial development approaches (LED) and Value Chain Development[24]. These guides focus on how existing market systems can be made more relevant for job creation, job quality improvement, inclusion and on how to include gender relations in VCD.

[19] See Miehlbradt, A.O.; McVay, M. 2003, Miehlbradt, A.O.; McVay, M. 2005, Miehlbradt, A.O.; McVay, M. 2006, and Sievers-Vandenberg 2007.

[20] See http://www.ilo.org/valuechains.

[21] See http://www.itcilo.org/marketdev.

[22] Herr and Muzira 2009.

[23] Mayoux and Mackie 2009.

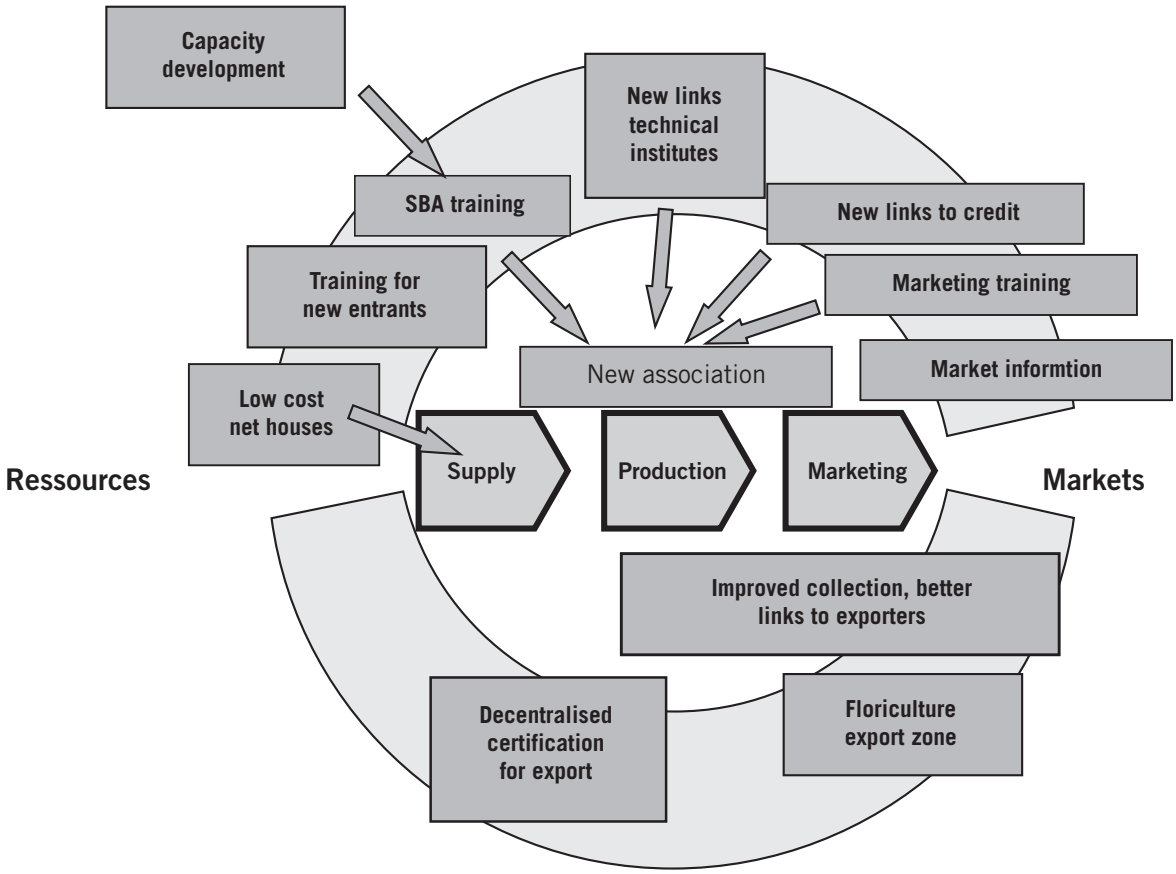
[24] Based on mesopartners PACA methodology, the LOCA guide, see Herr 2007.

An example of the ILO's practical field work in Value Chain Development is provided below, using the example of the Enter-Growth project intervention in the Floriculture Value Chain in Sri Lanka:

Improving the market system around the floriculture value chain in Sri Lanka

The ILO Enter-Growth project[25] coordinated a participatory value chain exercise that identified weak knowledge and information, and poor coordination between market players, as the key underlying constraints on the floriculture value chain. The exercise led to the establishment of a new national

Figure 2: The Market System in the floriculture value chain in Sri Lanka



Source: Hakemulder 2011, page 11, (text adapted by the authors)

[25] www.entergrowth.co.

association, which became a forum for sharing knowledge, increased growers' bargaining power, and became a channel for access to services. The Export Development Board (EDB) took the lead in advocating decentralized certification for exports and establishing a new export zone which provides growers with various benefits. The collection system was improved so that it is now better linked to exporters. The EDB also took the lead in improving access to market information, linking growers to new sources of credit, marketing training, and technical institutes. It introduced low-cost net houses that lowered entry barriers and provided training to new entrants. In a March 2009 Impact Assessment, the growers reported sales increases, 92 growers linked to export, 30 to new buyers, and the Government committed to support further development. In 2009 it was estimated that at least 5,000 growers benefited. The project funded the original value chain exercise, as well as some additional research, and helped to develop sectoral associations. None of the other interventions referred to above were funded by the project, but resulted from the process facilitation. The costs of concrete actions were born by the private and public stakeholders in the chain.

The ILO's VCD Strategy Analysis 2011 aims to capture what is being achieved in ILO projects and how close we are to "walking the talk". It is clear that conceptual documents or training materials will start by describing an "ideal case" scenario and that reality it is likely to be more messy. However, it is still important to establish how close the ILO is getting to the ideal and to consider what lessons can be learnt regarding project design and execution. Questions that the authors have posed include:

- Have ILO projects decided to make interventions as a result of conducting Value Chain analysis? How have the underlying constrains of market systems been identified, and how are they being addressed by ILO projects?

- Do we have the right tools to have a real effect on employment figures? How are we measuring whether we achieve these results? What can the projects tell us about scale and outreach in terms of employment figures?

- Have we addressed the other factors that constitute a "good job"? The ILO presents itself as the UN agency that promotes enterprise development and competitiveness, not as a goal in itself, but as a means to create decent work and equal opportunities for both women and men. Does the current portfolio demonstrate specific strengths in these areas?

3 Study methodology

The authors identified 27 value chain-related projects for this study; three of these projects ended between 2008 and 2010, and 24 were ongoing at the time the report was finalized (June 2011). VCD projects studied in this paper (i) are linked/belong to the Small Enterprise Programme and therefore receive technical inputs from the Small Enterprise development programme, (ii) have as a common objective the goal of creating more and better jobs by increasing competitiveness and productivity, (iii) have a sectoral or VCD approach, and (iv) combine multiple sector related interventions to achieve their objectives[26]. The authors have also included projects that started off with a different focus but during implementation carried out sector-related work or VCD and therefore fulfil the characteristics outlined above.

Identifying value chain development projects inside the ILO is not as straightforward as it might seem. The main challenge in identifying the projects with VCD components was that projects needed to be traced through the field offices of the ILO and the ILO's Integrated Resource Information System (IRIS), in which projects are classified according to criteria that do not always reflect all their technical components. Often projects did not contain "VCD" or related words in their title, which would have facilitated their identification as projects employing a value chain approach. For these reasons, identification of projects and related documentation was an important stage of the analysis. More than 40 field and HQ staff were contacted to identify past and present ILO projects containing VCD components. The contact with field offices added considerably to the preliminary list of projects.

Of the 27 projects in the portfolio, 14 were run jointly in collaboration with other UN agencies, many of them funded by the Spanish MDG Fund. The internal consultation process provided new insights about project implementation strategy and helped to highlight major issues and concerns in field offices or regarding the projects in general. Extensive interviews were conducted at HQ within the enterprise department and in other units related to sectoral work and social dialogue.

[26] For project objectives see Annex 2.

A questionnaire was developed for field staff directly involved in VCD-related projects. It set out to understand the nature of interventions that had been undertaken, value chain analysis (where it had been carried out) and, more generally, the strategy employed to overcome any constraints and to achieve specified objectives. The questionnaire was sent out in November 2010 and received 20 responses (see ANNEX 7 for a copy of the questionnaire). Missing information was gathered through project reports, mid-term evaluations, final reports, drafts, mission reports, case studies and workshops up until June 2011. Due to this variety of sources, one of the challenges was to systematize the information extracted from different available resources. Furthermore, many of the projects were still in an early stage of implementation and little documentation existed apart from project documents, which is why much of the analysis contained in this report is based on existing project documents. When considering the findings of this report, it is important to bear in mind that project documents are not always the best sources for judging whether the ILO is applying best practice in VCD, as strategies might change during implementation and objectives might be revised in line with realities on the ground.

4 ILO's VCD project portfolio trends

The following table provides an overview of the current portfolio (24 active projects). More tables outlining major features of all the projects analysed (including 24 active and three completed) are to be found in ANNEXES 1, 2 and 3. The following global figures provide an overview.

4.1. Where does the ILO work on VCD?

This study provides data on 27 projects across the globe containing 50+ subsectors in 24 different countries[27]. The wide variety of contexts and sectors in which VCD is used is an indicator of how flexible the approach is. VCD has been used by projects that are concerned with employment creation and competitiveness, migration issues or the reintegration of marginalized communities, the development of skills for young people through apprenticeships and the promotion of a culture of entrepreneurship amongst young professionals. The majority of projects are in the early stages of implementation and will end in 2012 or 2013.

[27] A complete list of projects classified by country is provided in Annex 1: ILO Value Chain Development Projects. This list provides further information on the sectors and subsectors and on the length and status of project implementation.

Figure 3: Project budget and donor origin (24 ongoing projects as at June 2011)

Country	Project Title	Donor	Budget (US$)	ILO share (US$)
Africa				
Egypt	Pro-poor Horticulture Value Chains in Upper	EgyptSpain (MDGF –Private Sector)	7,500,000	1,005,800
Ethiopia	Edible Oil Value Chain Enhancement	Spain (MDGF –Private Sector)	3,000,000	782,170
Mozambique	Strengthening cultural and creative industry policies in Mozambique	Spain (MDGF- Culture)	5,000,000	720,270
Senegal	*Programme d'appui à l'insertion des sortants de la formation professionnelle au Sénégal (ISFP)*	Government of Luxembourg	2,300,000	2,300,000
South Africa	Employment creation through Small and Medium Scale Enterprise (SME) development – Free State Province	Flemish International Cooperation	6,050,000	6,050,000
South Africa	Promotion of Decent Work in the South African Transport Sector (Phase I)	Government of Belgium	1,270,000	1,270,000
South Africa, Lesotho, Malawi, Mozambique	Women's Entrepreneurship and Gender Equality Programme for Southern Africa	Irish Aid	3,275,000	500,000 (estimated)
Zambia	Broad-Based wealth and job creation in Zambia: Economic empowerment through MSME development	UN and the Government of Finland	2,240,000	2,240,000
Zimbabwe	Africa Commission: Skills for Youth Employment and Rural Development in Western and Southern Africa: Zimbabwe	Government of Denmark	2,397,443	2,397,443
Asia				
Bangladesh	Urban Partnership for Poverty Reduction (UPPR) Programme – ILO inception phase	UK (DFID) through UNDP	120,000,000	380,000
Cambodia	Creative Industries Support Programme (Cambodia)	Spain (MDGF-Culture)	3,300,000	941,017
China	The China Culture and Development Partnership Framework	Spain (MDGF-Culture)	6,000,000	485,480
Timor Leste	Business Opportunities and Support Services (BOSS)	Irish Aid	5,850,000	5,850,000
Turkey	Harnessing sustainable linkages for SMEs in Turkey's Textile Sector	Spain (MDGF- Private Sector)	2,700,000	410,880

Figure 3: Project budget and donor origin (24 ongoing projects as at June 2011)

Country	Project Title	Donor	Budget (US$)	ILO share (US$)
Asia				
Viet Nam	Green production and trade to increase income and employment opportunities for the rural poor	Spain (MDGF- Private Sector)	4,120,000	683,730
Viet Nam	Youth Employment through Local Economic Development in Quang Nam Province	One UN Fund	1,020,000	1,020,000
Viet Nam	Strengthening of inland tourism in Quang Nam Province	Luxembourg	1,350,000	1,350,000
Latin America				
Bolivia	Integration of indigenous Andean producers into new national and international value chains	Spain (MDGF- Private Sector)	8,000,000	428,000
Costa Rica	Developing competitiveness for the Brunca region in the tourism and agro-industry sectors, with an emphasis on the creation of decent, green employment to reduce poverty	Spain (MDGF- Private Sector)	4,000,000	1,279,283
Dominican Republic	Strengthening of the value chain of bananas through the development of inclusive markets	Spain (MDGF- Private Sector)	4,700,000	458,992
Honduras	Human development for youth : overcoming challenges of migration through employment	Spain (MDGF- Youth)	6,372,000	935,972
Honduras	Cultural creativity and Identity for Local Development	Spain (MDGF- Culture)	8,000,000	498,620
Nicaragua	National development capacities for improving employment and self-employment opportunities for the young	Spain (MDGF- Youth)	5,610,000	1,015,965
Peru	Inclusive creative industries: an innovative tool for alleviating poverty in Peru	Spain (MDGF- Private Sector)	5,000,000	605,463
Total Budget				**33.6 million US$**

Figure 4: Geographical coverage of ILO VCD projects

Note: *Grey denotes ongoing projects and black denotes closed projects*

4.2. Target groups and key project objectives

ILO's project intervention in VCD targets young women and men, agricultural workers, small farm producers, micro, small and medium enterprises, indigenous people, the extreme poor and the excluded. There is a clear emphasis on target groups that might face more obstacles in labour markets. ANNEX 2 summarizes ultimate beneficiaries and the main objectives of ILO VCD related projects, which include:

- Enhancing efficiency, productivity and the competitiveness of the private sector
- Strengthening service delivery capacity of BDS facilitators and providers
- Partnership building with private sector firms and investors
- Formalizing informal economy operators
- Promoting policy dialogue and improving business regulations
- Promoting linkages and information exchange among value chain stakeholders

- Improving the provision of skills and vocational training
- Integrating gender aspects in VCD
- Enhancing working conditions

These objectives cover a wide range of actors and areas of intervention, demonstrating that multiple activities need to be coordinated in order to help achieve pro-poor goals. Section 5, ILO's VCD project intervention strategy digs deeper in order to understand how the ILO achieves the specific objectives. However, while all of the projects aim to achieve more and better employment, the results of this research show that VCD-related projects have not been formulated with a common conceptual and monitoring framework in mind.

4.3. Who is funding ILO's Value Chain Development projects?

The total budget of ILO's VCD portfolio is US$ 33.6 million, as of early June 2011. Half of ILO's VCD-related projects are funded by Spain's Millennium Development Goal Fund through UNDP. The MDGF contributes about a third of the total funding. In most of the MDGF projects the ILO is only an implementing partner while UNDP, UNIDO or the FAO play the leading role. The MDGF funds all projects in Latin America, whilst projects with funding allocated by the ILO are concentrated in Asia and Africa.

Other major donors include the UK department for International Development (DFID), Irish Aid, One UN Fund, as well as the governments of Finland, Denmark, Luxembourg and the Netherlands. Probably the most successful VCD project, Enter-Growth, was funded by the Swedish International Development Cooperation Agency (Sida), although Sida does not play a role in funding any of the ongoing projects. A detailed breakdown of project budgets and the ILO's contribution to them can be found in Figure 3.

The following pie charts are based on information from *Figure 3: Project budget and donor origin*, and set out major trends related to the funding of the projects. *Figure 5: ILO project budgets per country and region* shows the funding received by the ILO and *Figure 6: TC budget by funder,* shows the donors of ILO's VCD-related projects.

Figure 5: ILO project budgets per country and region

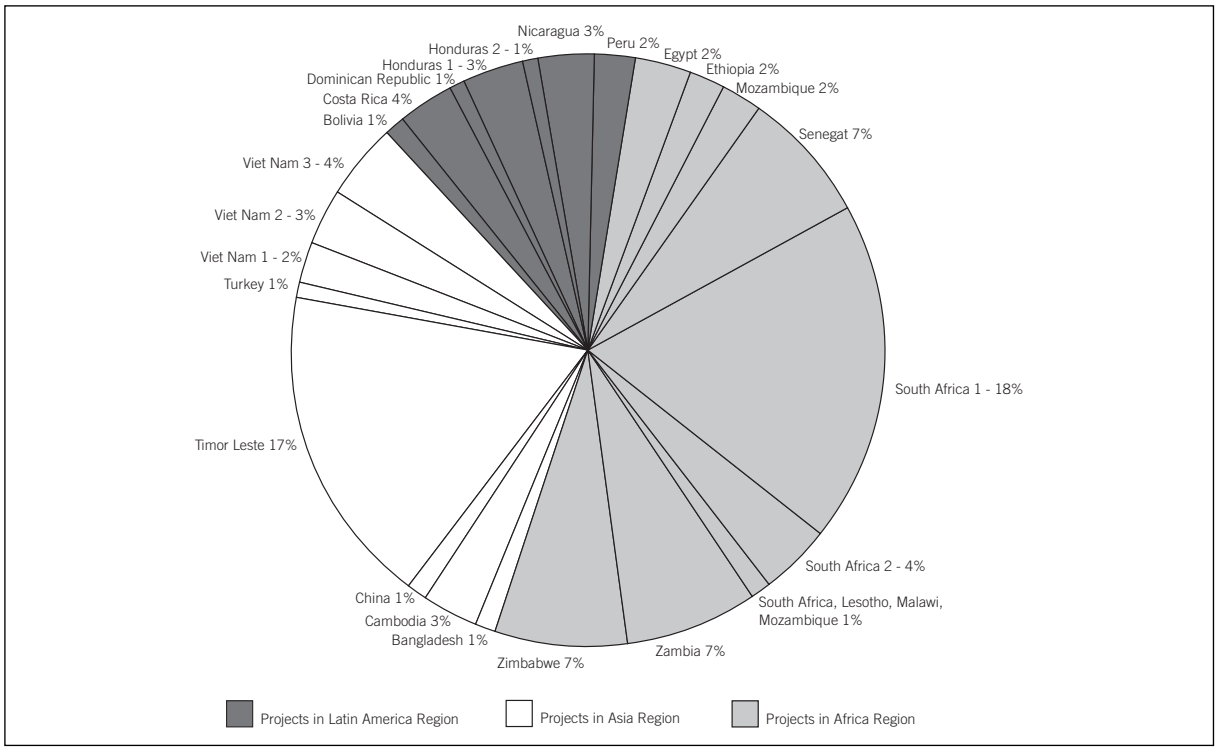
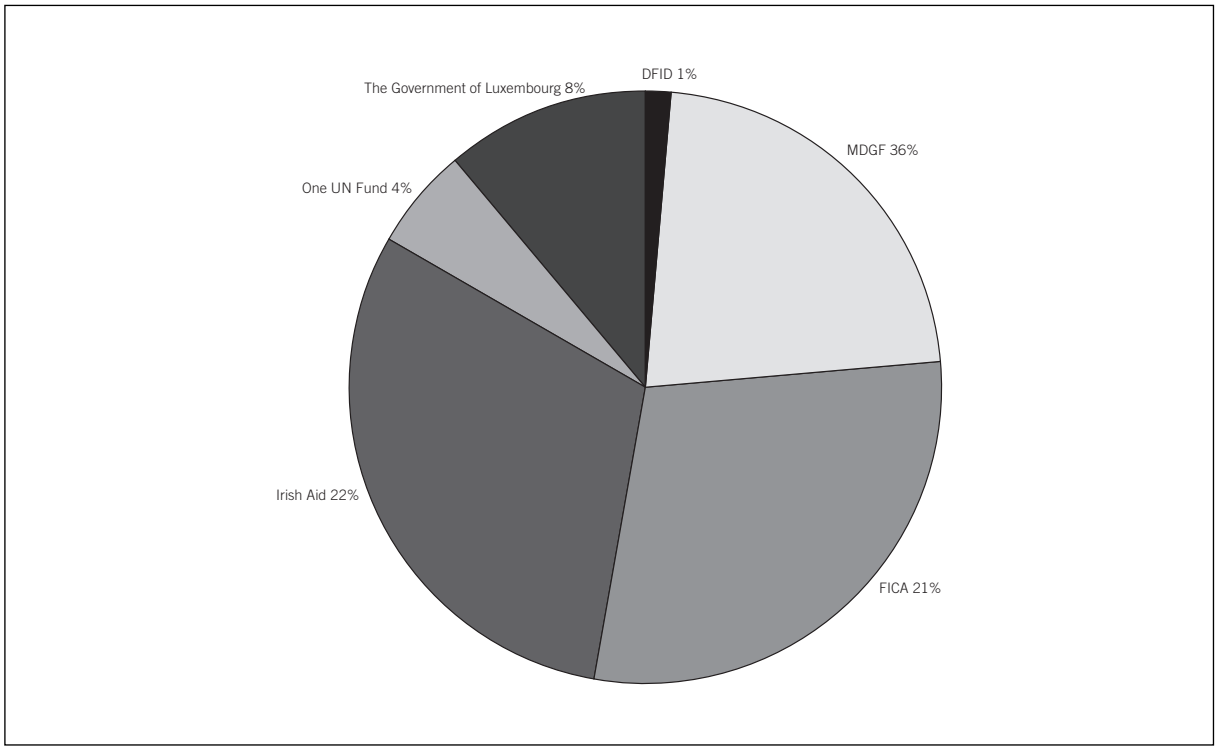


Figure 6: TC budget by funder (for the 24 ongoing VCD projects)



Some findings that emerge out of *Figures 5* and *6* include:

- Three donors fund more than 60% of ILO's project budgets in this technical area.
- All projects in Latin America are funded by Spain. Currently there are no new projects in the pipeline for this region.
- A few large projects in Africa and Asia constitute a substantial amount of the overall funding available to the ILO in this area.
- Projects are implemented based on field demand, donor preferences and ILO country strategies.

Another issue that should be further analysed is the relationship between the amount of money used per project and the number of final beneficiaries. However, comparisons are difficult as project documents are not standardized in terms of how they define ultimate beneficiaries or in terms of indicators of success. Some projects evaluate their success in terms of jobs created, whilst others look at the number of institutions, businesses, or trainees reached. This makes it difficult to compare different projects, for example on whether they have been successful in terms of job creation.

5 ILO's VCD project intervention strategy

The authors have divided ILO value chain interventions into eight categories reflecting the main possible interventions of projects in market systems: 1) Value Chain Analysis, 2) Business Services, 3) Financial Services, 4) Coordination and Governance, 5) Rules and Regulations, 6) Vocational Skills, 7) Entrepreneurship Education and 8) Infrastructure. Each area's related activities are described below and are pictured in *Figure 8: ILO VCD intervention areas and tools.*

5.1. ILO VCD intervention areas

Value Chain Analysis

Value Chain Analysis is critical in order to identify underlying constraints and the respective interventions strategies. However, in many cases project documents do not have a strong analytical component including research and activity-mapping to diagnose problems. This can lead to intervention strategies that do not clearly enough address demand or critical constraints on the ground. All projects that have strong analytical components related to sectoral interventions have been included in this category, such as EmpLED in Nepal (see section 4.2).

Business Services

ILO interventions in Business Development Services often involve capacity-building of intermediary service providers, as in the case of the Start and Improve Your Business (SIYB) programme. This category also includes specific BDS market assessments, as well as interventions to support operational and strategic business services, be it through private suppliers or business associations and other delivery channels. One example is the Broad Based Wealth and Job Creation Project in Zambia (see section 4.2).

Figure 7: Green Production Trade Project in Vietnam

The Green Production and Trade Project in Vietnam is a project coordinated by the International Trade Centre. The ILO acts as a partner, linking VCD and LED, and improving workplace practices and reaching out to target groups such as women and youth. The project developed value chain studies for four subsectors including small furniture and handicrafts; rattan and bamboo, sericulture (the production of silk and the rearing of silkworms for this purpose) and handmade paper. The studies helped build a better understanding of poor craft-producing communities and the constraints on the productivity, growth and competitiveness of small producers at the national level and in the northern provinces of Thanh Hoa, Nghe An, Hoa Binh and Phu Tho.

The value chain analysis identified similar constraints for three value chains; lack of input supply, market access, technology and product development, and need for organization and management. These difficulties are linked to the lack of knowledge and skills faced by small growers and their need for better infrastructure to intensify production. Another common constraint is the lack of market access, since most producers depend on one single client (IKEA for rattan and bamboo producers) and have little information on market prices. This significantly limits the bargaining power of local growers to negotiate prices. Also, most growers lack experience and managerial skills to promote their goods in international markets. In the technology and product development category most growers use outdated machinery and equipment. In the organization and management area, producers are weakly organized and there is little commitment between farmers, rearers and traders.

These constraints guided ILO interventions at different levels of the Value Chain. At the smallholder, farmer and producer group level, ILO Interventions stimulate entrepreneurship and business skills, life-empowering skills and group formation, as well as improving working conditions, boosting productivity and competitiveness and improving the target groups' access to micro-finance. At the SME level, ILO works on introducing appropriate labour standards and ways to improve working conditions. geared to improving productivity and competitiveness.

Financial Services

This area covers activities related to improving access to financial services, as well as improving service delivery for SMEs. This includes developing an information centre for financial access and working with MFIs to provide Value Chain Finance.

Coordination and Governance

This implementation area is linked to the promotion of associations, networks, and cooperatives as well as social dialogue. Activities that increase coordination among government and private bodies for value chain development have also been included in this category. Furthermore, projects have been included that influenced local governance mechanisms. For instance, in Nepal (see section 4.2) LED forums allowed local economic stakeholders outside the local government structure to make their voice heard.

Rules and Regulations

Rules and Regulations refer to all changes in the formal and informal regulatory framework promoted by the project. This includes improvements in the implementation of legislation, the strengthening of norms for community enterprises and the development of employment policies that affect the chain. This also includes all activities related to occupational health and safety regulations and compliance with labour standards. It also covers the building-up of institutional capacity to apply them. Only a few projects have addressed the business environment.

Skills

All training packages and activities related to workforce development and delivered via vocational training systems are classified under Skills. For instance, the Youth Employment through LED in Quang Nam, Viet Nam, addresses value chain bottlenecks by improving labour skills in the rattan and bamboo sector. In this project the ILO, in collaboration with the Prosperity Initiative (PI), led a participatory value chain assessment to identify the major constraints on young graduates entering the labour market in the Quang Nam region.

Entrepreneurship Education

Entrepreneurship education and culture in ILO's VCD projects are delivered mainly through mass media or most notably with the Know About Business (KAB) entrepreneurship education programme in vocational training institutions, secondary schools and universities.

Infrastructure

Infrastructure development projects of the ILO include the construction or repair of roads, and typically other small-scale infrastructure. This category also includes improving the supply of basic services such as water and electricity supply or telecommunications. Good infrastructure is a crucial component when facilitating production and competitiveness. The ILO's infrastructure initiatives usually focus on employment-intensive investments. The authors have also included services that directly support transport infrastructure, such as the South Africa Transport project. In this project the ILO increased efforts to boost employment in TRASNET, one of the largest freight logistics providers in South Africa. The project[28] (Phase I), pilots interventions in the ports of Durban and Richards Bay, focus on increasing dialogue among stakeholders, improving policy and regulatory frameworks to support businesses, providing technical/vocational training at different group levels, and unlocking the benefits of staff development initiatives.

The following table provides a summary of how project interventions have been classified:

[28] Decent Work in the South Africa Transport Sector" (Phase I), part of a three phase project taking place over five-years.

Figure 8: ILO VCD intervention areas

Value Chain Analysis	Business Services	Financial Services	Coordination and Governance	Rules and Regulations	Skills	Entrepreneurship Education	Infrastructure
Research and analysis of employment situation	BDS Provider capacity building	Improve access to financial services	Promote associations and networks	Development of employment policies	Vocational training	Deliver entrepreneurship training; such as the Know About Business (KAB) package	Improve productive infrastructure: access to roads, railways, airports, ITC
Evaluation of the chain and Identification of major constraints	SIYB and related business management training methodologies	Improve service delivery financial institutions	Promote entrepreneurial cooperatives	Improvement of the implementation of legislation	Training for employees	Adaptation and translation of training materials for entrepreneurship education	EIIP (Employment Intensive Infrastructure Programmes)
Research of the labour market	BDS market assessment	Develop information centre for finance access	Promote social dialogue	Develop a norm for community enterprises	Support for vocational training institutions		
Baseline monitoring studies carried out (sectoral)	Production of business material & business games		Increase coordination among government bodies	Ensure work regulations comply with labour standards	Adaptation and translation of training materials	Work with mass media to promote entrepreneurship culture through different channels such as the theatre and radio	
	Adaptation and translation of training materials in BDS		Linkages: address organizational aspects				
	Work with mass media to promote business information						

Figure 9: Intervention areas for ILO VCD-related projects I

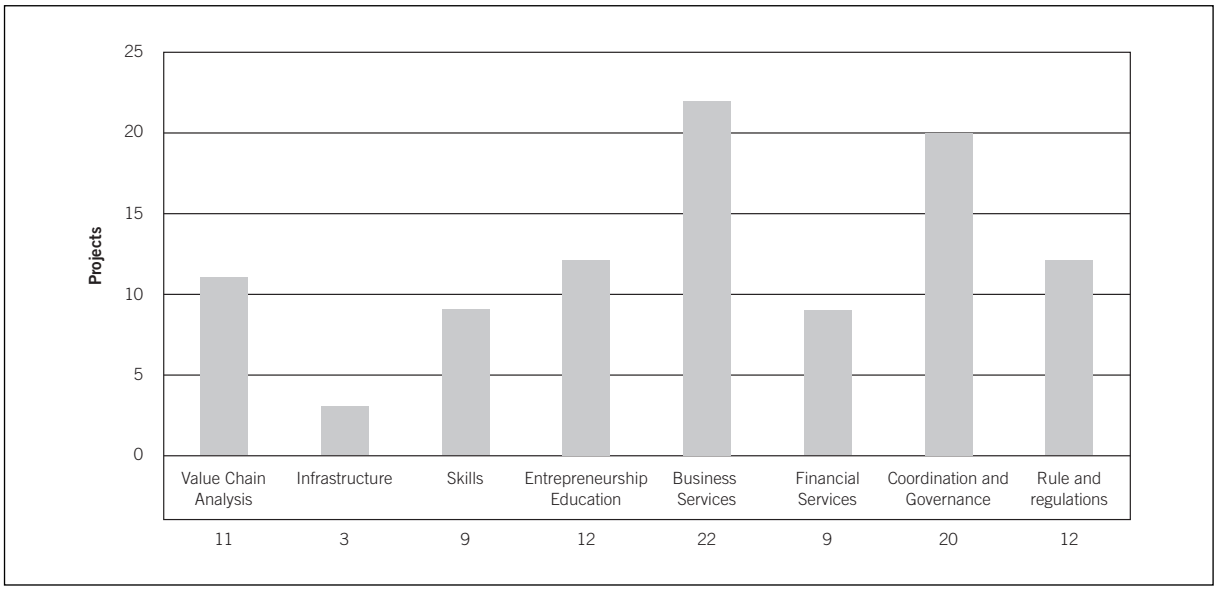


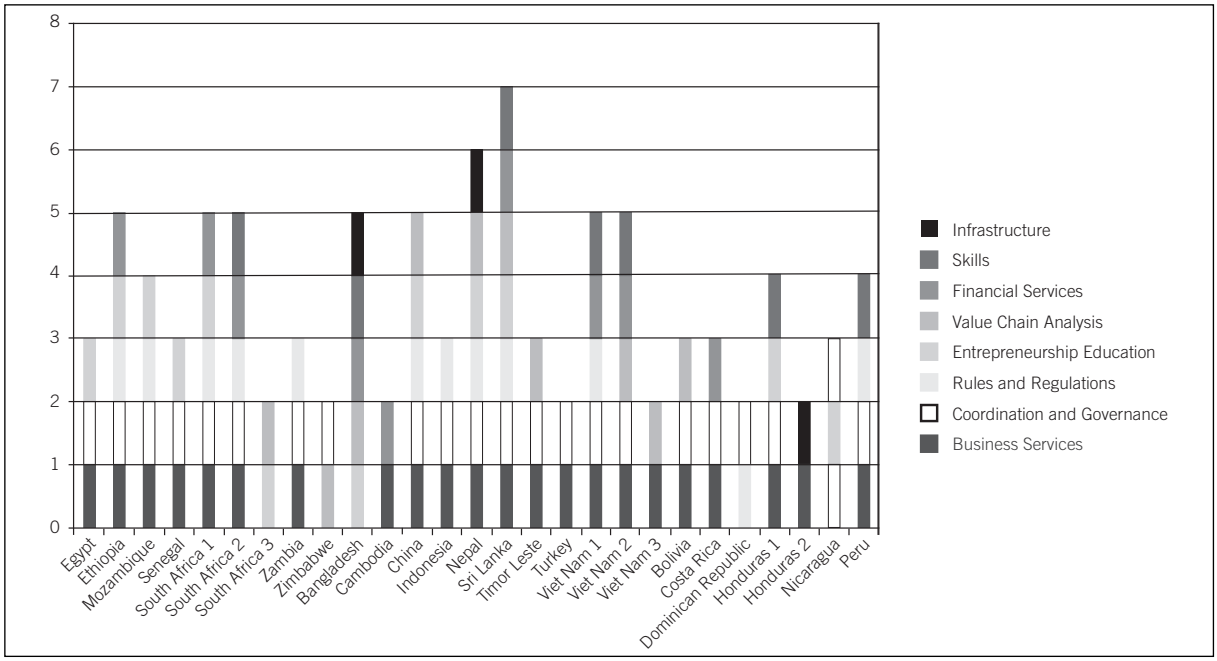
Figure 9: Intervention areas for ILO VCD-related projects, shows the distribution of responsibilities per area of intervention. The X-axis represents eight areas for intervention in VCD as outlined above. The Y-axis shows the number of projects that work in each area of intervention. This graphic shows that the most recurrent area for intervention is "Business services": 22 projects out of 27 have interventions in this area. Another area of high intervention is "Coordination and Governance", with 20 projects.

Even though supporting functions and mechanisms like BDS and Coordination and Governance are integrated at different levels according to project context and needs, they remain the main channels for ILO intervention in MSEs, SMEs and target groups. On the one hand, this can be seen as a mark of distinction and expertise, both for the areas in question and for management support training packages like SIYB, EYB, GET Ahead. On the other hand, this might also constitute a weakness in the ILO's VCD portfolio, as it suggests that some projects might be too focused on pushing certain tools without paying enough attention to the analysis of real needs on the ground. Major areas of intervention can be also explained by the area-specific experience and knowledge that the ILO has developed over the years.

Figure 10: ILO Intervention areas in VCD related projects, represents an in-depth look at the ILO's intervention areas per project. The X-axis shows the country origin for the 27 different projects in which the ILO leads activities. The coloured bars on the Y-axis relate to the eight different areas of intervention. For jointly implemented projects, only those elements related to ILO interventions are included and not the work of other UN agencies. For more in-depth analysis, see ANNEX 3, column 4, which provides a detailed list of activities undertaken by the ILO.

More rigorous Value Chain Analysis would be an effective way of producing more consistent and reliable data on where to best intervene as a project. It will not always be the same bottlenecks or constraints that affect value chains. That is to say, not all target groups will need assistance with business services or increased social dialogue and coordination. Instead, in some cases support might be needed in other areas.

Figure 10: Intervention areas for ILO VCD related projects II



The table above confirms the concentration of ILO interventions in business services. It also shows that:

- Only 11 projects include value chain analysis as a core intervention. While in some cases the analytical work might have been done before projects start, this could also point to the fact that projects do not necessarily follow best practice in value chain development and do not undertake enough analysis to detect key underlying constraints.
- While an enabling business environment is deemed crucial by most VCD practitioners, many ILO projects do not address this area.
- Areas of work that would seem to offer clear added value from an ILO perspective, such as workplace practice improvements and improving job quality through VCD, do not always figure prominently in project documents.

2.2. VCD project intervention in Sri Lanka, Zambia, Nepal and Indonesia

This section summarizes the lessons learned and challenges set out by four completed projects in Sri Lanka, Zambia, Nepal and Indonesia. The value in analysing these projects lies in underscoring the importance of applying a market-development approach, such as Value Chain Development and Local Economic Development, from the start of the project and continuing to develop it during project design stages. Most administrative and managerial lessons have been kept out of these case studies in order to give more emphasis to lessons that relate to the VCD implementation strategy. The lessons and challenges in this section have been drawn from mid-term reviews and final evaluations.

The Enter-Growth Project in Sri Lanka. Micro and small enterprise development for pro-poor growth[29]

Background
Sri Lanka had steady economic growth after the Tsunami of 2004 in spite of the political conflict in the Northern and Eastern Provinces. However, the agriculture sector remained stagnant, with the result that rural areas were hit hard. The Micro and Small Enterprise development for Pro-Poor Growth project (Enter-growth), financed by the Swedish International Development Agency (Sida) from 2005 to 2009, focused on improving agriculture and industry sectors in the North-West and North-Central provinces of Sri Lanka (Puttalam Anuradhapura, Polonnaruwa and Kurunegala) which were among the poorest and most affected by the conflict.

Drivers
The project developed a method for participatory value chain analysis (LOCA) that was used to identify the underlying constraints in value chains of fruits and vegetables, ornamental fish, floriculture, dairy and tourism. The project identified the underdeveloped entrepreneurial culture in rural areas, limited access to business support and financial services, and a problematic business environment as key challenges.

Activities
The project worked with both private and public stakeholders to address chain-specific constraints in order to increase productivity and competitiveness. Activities concentrated on the local context. At the district level, activities focused on improving market access, reforming sector business environment and changing attitudes towards entrepreneurship among the poor. For instance in the floriculture value chain, the intervention focused on improving co-ordination through the establishment of a national Tropical Floriculture Association. The project also improved support services by advising key players on the new trends and market conditions in export markets and encouraged certification to meet export standards. Other interventions included raising awareness of the importance of the sector and development of targeted loan programmes. Finally, the project improved advocacy to prioritize live and perishable goods (such as flowers and ornamental fish) at the airport.

Results
With a total budget of US$ 5,025,275, the project has had an estimated impact on 52,000 MSEs in value chains. Household income in directly affected enterprises was estimated to have tripled and employment has increased 15% in the regions where the project was active, outpacing national employment growth. An estimated 252,000 people participated in the Palma Forum Theatre events that aimed at improving the entrepreneurship culture.

Lessons
- ✓ The mid-term strategy review made a significant contribution towards supporting the market development approach of the project. In-depth research and analysis helped build a clearer picture of strengths and weaknesses, providing a good indication of the 'quick wins' that could be made and of how to tackle ongoing problems.
- ✓ The VCD approach helped to better understand the market system in which Sri Lankan SMEs operate. The project moved from a territorial approach to one that combined sectoral and territorial economic analysis.
- ✓ Rather than intervening directly, the project attempted to facilitate reform, building up local ownership of interventions and thus making advances more sustainable.
- ✓ MSE Forums were an excellent mechanism to improve public/private dialogue; they strengthened local ownership and received strong recognition from local stakeholders. They proved to be a key factor in ensuring the continuity of the project after funding ended.
- ✓ Building up relationships with key partners at the national and local levels proved to be an important factor in achieving local development objectives.

Challenges
- It was not until VCD analysis was undertaken that there was any focus on the challenge of engaging larger firms in generating employment; ideally, this should have been considered from the outset of the programme.
- Ensuring the continuity of the projects was a major challenge. MSE forums went some way to addressing this but business service provision could be made stronger by promoting links between stakeholders.
- The ILO's emphasis on a 'light touch' facilitation approach encountered some resistance from private and public partners intent on a more interventionist approach.
- There is a need for increased coherence in the various project components and activities in order to achieve overall objectives.
- Underestimating the extent of political conflict in the North and East of Sri Lanka had an impact on project organization. The complex nature of Sri Lankan government made it difficult to engage with all relevant ministries and offices.

[29] ILO: *The Enter-Growth Project Sri Lanka: applying a market development lens to an ILO local enterprise development project/* Sarah Barlow; Internationl Labour Office, Small Enterprise Programme, Job Creation and Enterprise Development Department. Geneva: ILO, 2011.

ILO: *Enter-Growth Project Sri Lanka; Final Report* , Wijesena, G. & Hakemulder, R. (March 2009).

ILO: *Enter-Growth Project Sri Lanka,* Final Evaluation; Barlow S. Kothalawala J. & Van Der Ree, K; International Labour Office (April 2009).

Broad-Based Wealth and Job Creation in Zambia (BBW&JC). Economic empowerment through Micro, Small and Medium Enterprise MSME development[30]

Background

The Broad-Based Wealth and Job Creation (BBWJC) programme supports Zambia's Fifth National Development Plan to enhance economic growth, targeting the poor through a focus on existing and potential micro, small and medium scale entrepreneurs. The project is being funded by the Government of Finland. It began in January 2008 and will finish at the end of 2011. The project has a budget of US$ 2,240,000.

Drivers

The project was designed to increase the quality and quantity of employment for women, youth and people with disabilities. It had a nationwide scope, focusing on both existing and potential micro, small and medium scale entrepreneurs from various subsectors such as fresh vegetables and fruit, meat and beef, retail distribution and building and construction. The project contributed to the development of a BDS market, focusing on both demand and supply sides to indirectly facilitate access to other services such as finance and to foster the integration of SMEs into the formal sector.

Activities

The project set out to stimulate demand for, and the performance of, business development services. It also aimed to promote policy dialogue and planning and coordination of economic empowerment through MSME. Finally, the project had the goal of generating greater coherence among UN-PSD interventions. A UN Private Sector development coordination group was created with the ILO taking the role of a convener.

One of the contributions the project made was the development of a market information system that would document and widely disseminate information concerning the supply and demand of BDS. The project also collaborated with UNCTAD in launching the business linkage programme (BLP). That in turn assisted the Zambian Development Agency to create linkages and business relationships between MSMEs and larger Corporations. According to ZDA the programme has so far linked over 65 new MSMEs to national and multinational corporations with which cooperation agreements have been signed. For instance, small enterprises have now started supplying to Pick and Pay Zambia, potentially also opening an export channel to Pick n Pay outlets in the southern African region.

Expected Results

The project had directly reached 1500 enterprises by early 2011: It hopes to be able to finally improve the business performance of 8000 MSMEs.

Lessons

- ✓ The business linkages initiative is an example of a service owned by local stakeholders and of good practice for making programme interventions sustainable.
- ✓ Enabling environment: the policy planning capacities of local partners like the Zambian Development Agency have been strengthened, although the policy implementation capacity is still limited.
- ✓ The market information system became a useful tool that strengthened the service delivery capacity to MSMEs and which also promoted further coordination among facilitators and providers.
- ✓ The joint programme between the ILO and other UN agencies has been productive. Performance was improved by the fact that agency responsibilities, including budget responsibility and labour division, were clearly defined from the outset.

Challenges

- A business voucher scheme designed to increase awareness and demand for BDS did not take off because of a wide array of external and administrative constraints. The project would have had to establish the feasibility and the possible pitfalls more in depth earlier on.
- The outreach to MSMEs needs to be massively increased if the programme is to reach its numerical targets.

[30] ILO: *Broad-based wealth and job creation in Zambia: Economic empowerment through MSME development*, Programme document, (14 September 2007).

ILO: *Broad-based wealth and job creation in Zambia: Economic empowerment through MSME development,* Mid-term review (27 October 2010).

Filled Questionnaire by project staff (see Annex 7), Global outreach analysis for ongoing projects on VCD and BDS.

Employment creation and peace building in Local Economic Development (EmpLED) in Nepal[31]

Background

The Employment creation and peace building through Local Economic Development (EmpLED) project contributes to job creation in an area characterized by high levels of poverty, wealth and gender inequality, and the marginalization of indigenous people living mainly in agricultural areas in the Dhanusha and Ramechhap districts of Nepal,. The project funded by the Netherlands, started on 1 May 2007 and ended on 30 April 2010. The total project budget was US$ 2,918,564.

Drivers

The project sought to develop and support integrated, mutually reinforcing interventions by examining the positive and negative elements of specific value chains. The emphasis on promoting both regional and sectoral economic areas meant that the project was able to deliver change on a systematic basis. The project focused particularly on food value chains (including cereal crops, sweet oranges, vegetables, flowers and fish) and on tourism value chains. In order to provide support and enhance access to markets for the poor, the project worked through local and/or national organizations in order to promote social dialogue among tripartite constituents (governments, employers and workers) for Local Economic Development.

Activities

The activities focused on the promotion of LED forums and strategies for employment intensive economic growth at district and national levels. Activities focused on improving infrastructure and increasing access to business services for cheese and tourism value chains. Other activities included the dissemination of foreign labour migration information, and the promotion of a culture of entrepreneurship through business radio programming. Specific interventions included skills training for stakeholders in the tourism value chain in Ramechhap province. The project also assisted with the development of local infrastructure, and market linkages to the national tourism market by linking up to the Nepal tourism board and the Trekking Agencies Association of Nepal; which allowed further promotion of the trail. A road upgrade through the project made the area more accessible from Kathmandu.

Expected Results

8,500 households have benefited directly from work opportunities in employment-intensive investment projects for local infrastructure, management and skills training, as well as improved market linkages to the national tourism and cheese markets. In the long-term it is estimated that 250,000 to 500,000 could benefit from project interventions by expanding employment opportunities in the value chains the project has worked on.

Lessons

- ✓ LED was based on an in depth analysis of local requirements and opportunities, rather than simply using standard ILO tools. This meant that the project was able to systematically strengthen existing local capacities.
- ✓ By using local partners as facilitators, rather than providing services and support directly, the project has avoided replacing local service providers and thereby changing the market system in a short-term, unsustainable manner. Instead, it has helped strengthen stakeholders and enhanced their capacity.
- ✓ LED forums have helped promote new concepts and skills, helped lend participants a voice and given them some bargaining power in the allocation of funds and the decision-making regarding government policies. Also, LED forums have been used to expand participants' social networks and gain social status and public recognition.
- ✓ The ILO "six-step approach to LED" is intended to be flexible, but in practice projects find it difficult to apply flexibly. This can result in reduced effectiveness and efficiency. Project documents should therefore emphasize that the six-step approach should be interpreted less rigidly; it should be readily adapted to meet specific contexts or challenges.

Challenges

- Sustainability: even though forums functioned well, they never took the form of a broader LED or social dialogue mechanism. This meant that conditions for systemic change were not always optimal and in some cases further assistance was therefore required. This weakness is in part due to the short duration of the project. Ideally a longer process would have been needed in order to ensure sustainable LED. .
- Both local and national institutions were poorly equipped to help deliver the intended goals of the programme and therefore this reduced the development of new forums and LED mechanisms.

[31] ILO: *Employment Creation and Peace Building based on Local Economic Development in Nepal*, Final Evaluation, ILO Nepal Office.

ILO: Filled Questionnaire by project staff (see Annex 7), Global outreach analysis for ongoing projects on VCD and BDS.

Employment-intensive growth for Indonesia: Job Opportunities for Young women and men (JOY) in Indonesia[32]

Background
In Indonesia, young people represent around 60% of the total unemployed. To address this issue, the Job Opportunities for Young women and men project (JOY) worked on creating an enabling policy environment for job creation in the East Java districts of Malang and Pasuruan. The project, sponsored by the government of the Netherlands, began on 1 May 2007 and ended on 30 April 2010. Total budget was US$ 2,757,980.

Drivers
Interventions occurred in a variety of value chains, including tourism, food, biogas, infrastructure and waste management. However, the value chain component was small compared to the rest of the goals.

Activities
The ILO was the primary actor in the majority of the work, but also worked in close collaboration with other UN agencies such as UNDP, UNIDO and the UNWTO. The focus was on building stakeholder and constituent capacity for the development and implementation of national employment policies. Capacity-building included training in Improve Your Exhibiting Skills (IYES), Start Your Business (SYB), waste management, souvenir production and entrepreneurship for farmers. For instance in the tourism value chain, interventions were developed around a major tourist attraction in East Java, the Bromo Volcano. Here training was provided in homestay development, souvenir production, event/fair management and language skills. ILO contributed to the development of an Information Centre in the area that proposed tour guides through an eco-tour operator. Finally, LED Forums allowed the preparation and capitalization of a festival. This led to improving milk production with Tetra Pak and to investigating ways to source goods from Tutur province.

Expected Results
The project directly reached 589 people, including 254 men, 150 women and 123 young people. It also strengthened local economic development in the intervention provinces, set-up Employment Service Centres and helped include employment targets in national policies.

Lessons
- ✓ One of the most pronounced successes stemmed from the introduction of the LED component of the project in East Java. District pilot communities played a big part in this as they helped develop local ownership of implementation strategies. Also, the Employment Service Centres exceeded expectations by providing a wide range of services. This was largely due to the high rate of local interest.
- ✓ JOY has worked hard to be forward thinking in its developmental work and has succeeded in working in close collaboration with finance institutions and experts networks. The project's careful analysis of local context allowed it to function as an agent of change, ensuring that it did not replicate existing initiatives, but instead multiplied their potential.
- ✓ The knowledge sharing component made by making use of communication channels to diffuse entrepreneurship culture. This included the establishment of a bi-yearly newsletter, and broadcasting the Youth Employment Conference on Indonesia's national news TV channel.

Challenges
- There was limited scope for gender equality promotion and therefore a weak probability of change. Also, the project document remains very vague when defining concrete and measurable gender-specific activities.
- Little representation of young people's and women's groups through stakeholders involved in project implementation.
- The tight time-frame meant that it was a challenge to complete some initial goals. These difficulties were associated with the long recruitment process and changes in personnel (including the programme manager, a national economist and a local programme coordinator).
- The replacement of key cabinet members (as a result of a conflict related to during the re-election of a new Governor of East Java) meant that relationships at the district and provincial levels were disrupted.
- The project would have needed to better document its impact and establish whether sustainability would lead to massively increase the number of people reached as the outreach number at project end is small given relatively large budget.

[32] ILO: *Employment-intensive growth for Indonesia: Job Opportunities for Young women and Men (JOY)*, Final Report, (Evaluation 5-16 April 2010).

ILO: *Employment-intensive growth for Indonesia: Job Opportunities for Young women and Men (JOY)*, Final Evaluation; Rademaker, P. (April 2010).

ILO: *Local Economic Development Component of the Job Opportunities for Young Women and Men (JOY)*, Impact Assessment; Braun, D. and Gunawan J.

ILO: Filled Questionnaire by project staff (see Annex 7), Global outreach analysis for ongoing projects on VCD and BDS.

The projects outlined above show that while some projects do have a clear VCD strategy, others look at VCD from a territorial perspective or target a specific population group. Value chain analysis has contributed to the identification of constraints in market systems and has helped the ILO recognize where it can make 'quick wins'. VCA has also fundamentally helped increase the coherence of interventions. For instance, VCD has facilitated the integration of larger firms, building up relationships among key partners to achieve objectives and to make them sustainable over time. Introducing VCD at an early stage of projects has also proved to be beneficial in selecting the right tools for resolving bottlenecks and improving competitiveness.

The variety of indicators used by projects makes it hard to present comparable figures, but does support the conclusion that value chain analysis and a market development perspective need to be emphasized at an early stage, as in the case of the Sri Lanka project. Local stakeholder engagement and ownership build up through participatory VCD processes ensure project effectiveness and sustainability in the long term. The Nepal project illustrates the need for local stakeholder commitment as the LED forums set up by the project could not be sustained after the project ended due to lack of ownership.

The disparity of indicators used by the different projects is a problem that needs to be tackled. Project documents define outcome indicators in many different ways, making it difficult to compare projects, even on a qualitative basis. Furthermore, most projects lack well-structured and developed methodologies for assessing the impact of interventions. While evaluations of projects like EnterGrowth and EmpLED have been able to put figures on impacts, more efforts are needed in order to be able to demonstrate what works, where and how.

5.3. Strengths and weaknesses of ILO's VCD portfolio

Projects are not centrally planned but emerge out of a mix of field demand, ILO country strategies and donor preferences. The emergence of a larger VCD portfolio over the last five years has also led to a stronger emphasis on VCD at ILO HQ. Looking at the Enterprise Department's portfolio and the findings emerging from this study, the authors have attempted a SWOT analysis of what VCD activities the ILO is carrying out, and how they are being put into practice. The results of this analysis are outlined below:

Strengths

1. BDS and other support services: The ILO has a history of promoting and strengthening BDS markets, especially in the areas of business management training. Chapter 3.1 of this study provides extensive evidence in support of this.

2. Promoting social dialogue and participatory mechanisms. Many projects address the need for collective action at the production and microenterprise level, with emphasis placed on cooperative development and small business associations.

3. Enterprise development tools for specific target groups. The ILO has a large range of tools tailored to the needs of specific groups such as women entrepreneurs and young people.

4. Decent Work. While a large part of the ILO's project portfolio does address underlying constraints on job creation, there are many links to improving working conditions too. This for instance includes interventions addressing skills and workforce development in Zimbabwe, as well as occupational safety and health in Vietnam. This is a unique ILO contribution to the field of VCD.

5. The structure and scope of the ILO's current project portfolio, totalling more than US$ 33.6 million. Active projects in 20 countries should allow the organization to make a contribution both in terms of job creation and improvement as well as on the development of new and more effective approaches. Projects such as the EnterGrowth and EmpLED demonstrate the potential.

6. Training and capacity building. The ILO is likely to be the biggest provider of capacity building and training services for international and national players in Value Chain Development in the UN system. This is linked to the training courses offered widely by the International Training Centre of the ILO (see ANNEX 5) and by ILO projects. The continuous development of new training approaches has ensured that ILO training is part of what is considered best practice.

Weaknesses

1. Value Chain Analysis? The lack of thorough VCA is probably one of the more problematic areas of current projects. While the ILO does claim to follow an analytical approach in defining underlying constraints affecting market systems, many projects lack reference to an analytical framework or do not explain what is being done to generate market intelligence and identify underlying constraints.

2. Relying too heavily on existing ILO tools. The prominence of ILO enterprise development tools in project documents suggests that there might be an over-reliance on existing tools. The authors believe that a more effective approach would be to make the use of tools dependent on the outcomes of the value chain analysis. This would also enable local actors to claim more ownership of tools (that they have decided to use) and would ensure the future continuity of programmes.

3. Few inputs on rules and regulations. While the ILO has made progress in creating tools for enabling environment interventions, the ILO's work in this field is not strongly reflected in the current portfolio: there is still much that can be done.

4. Not enough emphasis on improving job quality. The ILO is undoubtedly at the forefront on improving working conditions and linking job quality and productivity. Nonetheless the authors feel that the organization has not exploited this key strength to the extent possible.

5. Lack of a good knowledge-management system. This study is a first attempt to extract key lessons out of ongoing work but much more knowledge creation and management work needs to follow if the ILO wants to keep a competitive edge.

6. Lack of standardization of ILO project outcome indicators and monitoring frameworks. More needs to be done in defining common indicators and in terms of impact assessment in order to gain clearer evidence as to what strategies work best.

7. No clear Fundraising Strategy. The portfolio has been growing but there are still only a limited number of donors. Some regions lack a pipeline of projects in this technical area.

Opportunities

1. Growing strengths in linking productivity to job quality improvement. Field tests of how job quality related tools (like SCORE and Simapro)[33] could be used in VCD projects are under way. This has the potential to strengthen ILO's profile for improving job quality in VCD projects.

2. Many projects have started recently. This will allow the ILO to make corrections if needed and provide an opportunity to showcase best practices.

3. Future fundraising will be based on proven experience. If the potential benefits of the ongoing projects can be made visible by good M&E systems and rigorous impact assessments this could help to raise more funding for VCD projects in the future.

4. Capacity-building and training are core strengths of the ILO in VCD. This does potentially have a huge demand and a wider audience than currently reached. The ILO and ITCILO could certainly take advantage of this opportunity.

Threats

1. There seems to be a lack of understanding over how best to approach VCD for some projects. While ILO's more traditional strengths in the area of management training for MSEs do appear quite prominently, many projects do not seem to invest enough in the development of analytical VCD tools. Not investing and developing new tools in projects would constitute a lost opportunity.

2. In some continents dependency on a single donor poses a threat to future projects, making fundraising a crucially important task. Notably, in Latin America there is exclusive reliance on one donor (Spain). Once this key donor's funding ends, the ILO will have little internal capacity to conduct any necessary follow-up.

3. The number of other organizations currently working on VCD is high and will probably increase in the near future. This makes it crucial for the ILO to develop a clear profile, to show the positive impact of its projects and to demonstrate their added value.

[33] SCORE: Sustaining Competitive and Responsible Enterprises is a management training tool to improve productivity, competitiveness and workplace practices of SMEs. SIMAPRO, Sistema de Mejoramiento del Ambiente de Trabajo y Productividad is a sector -based tool designed to improve Social Dialogue, workplace practices and enterprise productivity.

6 Conclusions and the way forward

The ILO has a wide range of VCD-related projects that operate in many different circumstances and Value Chains. These projects have a big potential to develop interventions that can bring about a change in the lives of the working poor and contribute to more Decent Work globally. In order to best achieve this goal the ILO needs to further strengthen its work in Value Chain Development.

First, the ILO needs to improve the way that projects conduct sector selection and Value Chain Analysis. Selecting sectors that have large-scale employment creation potential and conducting VCA are vital steps that establish facts regarding local competitiveness, labour markets and factors that might constrain MSME development and job creation. This analytical stage would help frame further interventions and would allow identification of underlying constraints. The analytical process can also be combined with establishing the project baseline, needed for monitoring and impact assessments.

Secondly the job quality aspects of ILO's VCD interventions need to be strengthened. Improving these aspects in global and national value chains is also linked to further exploring how social dialogue can be linked to productivity and competitiveness improvements in VCD, involving social partners and other actors in these chains. This work could be linked more closely to programmes such as "Better Work" and "SCORE" that are advancing the arguments linking workplace practices and productivity.

Thirdly, the ILO needs to be able to better document its impact on job creation. While there is more and more evidence that VCD can be an effective approach to increase the scale of outreach of projects there is still a need to gain more clarity on ILO's strengths regarding job creation. This can be achieved by conducting more rigorous impact assessments in ongoing and future projects.

Fourthly, the ILO should continue to strengthen its profile in capacity building for Value Chain Development. While projects and the ITCILO have a demonstrated capacity, more can be done – for example, by developing standard assessment tools for national institutions interested in facilitating VCD processes.

Fifthly, there is a need for better knowledge-management if the ILO is to succeed in the above areas. This will entail disseminating information on high-performance projects and approaches so that they

are adopted more widely. This also includes the knowledge about innovations like "green VCD" and linking VCD to other core work areas of the ILO like the elimination of child labour. This will be crucial not only for attracting funding to the ILO, but also as a demonstration of how ILO projects can be replicated in other sectors or geographical areas.

Sixthly there is a need for more resource mobilization at HQ level in order to: (i) better support quality improvement in ongoing projects, (ii) improve general knowledge management (iii) improve impact measurement and, (iv) develop new tools specifically for national stakeholder capacity building.

Seventhly more integration of VCD projects is needed with macroeconomic analysis and research. While this report shows what projects are working on a wide variety of interventions on the micro and meso level, our review has not shown evidence for interventions that clearly link macroeconomic findings to sector-specific support strategies for job creation. This is an area that needs to be explored further specifically in relation to sector selection.

Finally there is a need to create a set of common indicators that would make VCD projects more comparable. This is also linked to improving the general monitoring and evaluation framework in many projects. First steps have been taken by pilot-testing the DCED measurement standard in two VCD projects. This needs to include more quantitative data collection and impact measurement in order to ultimately improve outcomes.

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Annex 1: **ILO VCD projects by sector activity and implementation period**

Country	Sector	Sector Activity	Project Title	Status/ Level of Implementation	Project Length (years)	Start Date	End Date
Africa							
Egypt	Agriculture	Horticulture	Pro-poor Horticulture Value Chains in Upper Egypt	Ongoing	3	04.12.2009	02.12.2012
Ethiopia	Agriculture Industry	Oil seeds cultivation and processing of edible oil	Edible Oil Value Chain Enhancement	Ongoing	3	01.09.2009	01.08.2012
Mozambique	Services	Cultural Industries	Strengthening cultural and creative industries policies in Mozambique	Ongoing	1	21.08.2010	21.08.2011
Senegal	Industry Services	All economic sub-sectors that are linked to educational subsectors	*Programme d'appui à l'insertion des sortants de la formation professionnelle au Sénégal (ISFP)*	Ongoing	5	01.09.2007	31.08.2012
South Africa	Industry Services	Tourism, construction and community based social services	Employment creation through Small and Medium Scale Enterprise (SME) development	Ongoing	3	01.01.2011	01.01.2014
South Africa	Services	Transport Industry	Promotion of Decent Work in the South African Transport Sector (Phase I)	Ongoing	5	-	-
South Africa, Lesotho, Malawi, Moz.	Services	Tourism	Part of the Women Entrepreneurship Development and Gender in Enterprise project	Ongoing	3	01.01.2009	01.12.2011
Zambia	Agriculture Industry Services	Fresh vegetables and fruit, meet and beef, retail distribution, building and construction, mining	Broad-Based wealth and job creation in Zambia: Economic empowerment through MSME development	Closed	3	01.01.2008	31.12.2010
Zimbabwe	Agriculture	Under examination	Skills for Youth Employment and Rural Development in Western and Southern Africa: Zimbabwe	Ongoing	5	01.01.2010	31.12.2014
Asia							
Bangladesh	-	-	Urban Partnership for Poverty Reduction (UPPR) Programme	Inception	2 (pilot phase)	01.06.2010	01.05.2012
Cambodia	Agriculture Industry,	Creative Industries	Creative Industries Support Programme	Ongoing	3	10.09.2008	10.09.2011

Annex 1: **ILO VCD projects by sector activity and implementation period** *(Continued)*

Country	Sector	Sector Activity	Project Title	Status/ Level of Implementation	Project Length (years)	Start Date	End Date
Asia							
China	Industry	Husa knife and silver crafts	The China Culture and Development Partnership Framework	Ongoing	2	04.11.2008	04.11.2010
Indonesia	Agriculture Industry Services	Tourism, Agriculture, Biogas, Infrastructure, Microfinance, Waste Management	Employment-intensive growth for Indonesia: Job Opportunities for Young women and men (JOY)	Closed	3	01.05.2007	30.04.2010
Nepal	Agriculture Industry	Agriculture: Cereal crops, sweet orange, vegetable, flower culture and fish. Industry: Trekking Trail Tourism and Incense Sticks	Employment creation and Peace Building based on Local Economic Development	Closed	3	01.05.2007	30.04.2010
Sri Lanka	Agriculture Services	Fruits and vegetables, ornamental fish, floriculture, dairy and tourism, packaging and coir.	Micro and small enterprise development for pro-poor growth in Sri Lanka	Closed	4.3	01.06.2005	30.09.2009
Timor Leste	Agriculture	Under examination (Fisheries)	Business Opportunities and Support Services (BOSS)	Ongoing	4	01.11.2010	01.10.2014
Turkey	Industry	Textile and clothing sectors	Harnessing Sustainable Linkages for SMEs in Turkey's Textile Sector	Ongoing	0.5	11.12.2010	11.06.2011
Viet Nam	Industry	Handicraft: Rattan and Bamboo, sericulture, handmade paper, lacquer ware, sea grass	Green Production and Trade to increase Income and Employment Opportunities for the Rural Poor	Ongoing	3	05.02.2010	05.02.2013
Viet Nam	Industry	Bamboo, Rattan, Home accessories and Furniture sector	Youth Employment through Local Economic Development in Quang Nam Province	Ongoing	2	01.01.2010	01.12.2011
Viet Nam	Services	Tourism	Strengthening of in-land tourism in Quang Nam Province	Ongoing	3	01.05.2010	01.05.2013

Annex 1: **ILO VCD projects by sector activity and implementation period** *(Continued)*

Country	Sector	Sector Activity	Project Title	Status/ Level of Implementation	Project Length (years)	Start Date	End Date
Latin America							
Bolivia	Agriculture	Quinua, amaranto, tarhui, maca, sweet onion, haba, hortalizas	Integration of Indigenous Andean Producers into New National and International Value Chains	Ongoing	3	05.11.2009	05.11.2012
Costa Rica	Tourism Agro-Industry	Tourism in the rural area	Developing Competitiveness for the Brunca region in the Tourism and Agro-Industry Sectors, with and Emphasis on the Creation of decent, green employment to Reduce Poverty	Ongoing	3	09.09.2009	09.09.2012
Dominican Republic	Agriculture	Banana production	Strengthening of the Value Chain of Bananas through the Development of Inclusive Markets	Ongoing	3	13.11.2009	13.11.2012
Honduras	Agriculture Services	Coffee, apiculture, horticulture, pisciculture, Tourism	Human development for youth : overcoming challenges of migration through employment	Ongoing	3	10.04.2009	10.04.2012
Honduras	Industry	Handicraft	Cultural creativity and Identity for Local Development	Ongoing	3	16.07.2008	16.07.2011
Nicaragua	-	-	National Development Capacities for Improving Employment and Self-Employment Opportunities for Young	Ongoing	3	01.07.2009	01.07.2012
Peru	Agriculture Industry Services	Tourism, handicrafts, organic agriculture and gastronomy	Inclusive creative industries: an innovative tool for alleviating poverty in Peru	Ongoing	3	15.12.2009	15.12.2012

Country	Project Title	Scale (territorial)	Target Group	Ultimate Beneficiaries	Expected Outcomes
Africa					
Egypt	Pro-poor Horticulture Value Chains in Upper Egypt	Upper Egypt	Small Farmers and agricultural workers	500 jobs to be created	**Outcome 1:** Integrate small farmers and agricultural workers more equitably into domestic and international value/ supply chain supply chains. Enhance efficiency, productivity and viable business partne rships with private sector investors. **Outcome 2:** Entrepreneurial forms of organization established by small farmers. **Outcome 3:** Policy and regulatory changes to promote pro-poor private sector based growth in Upper Egypt's horticultural sector identified and discussed with the Government of Egypt.
Ethiopia	Edible Oil Value Chain Enhancement	Oromiya, Amhara regions	Small Farmers and Medium Enterprises together with their supportive public bodies	4,600 women 8,800 men	**Outcome 1:** Enhance productivity and competitiveness of private sector agricultural production of oil seeds. **Outcome 2:** Enhancing capacity and competitiveness of stakeholders for processing of edible oil. **Outcome 3:** Improve access to local and international markets for edible oil.
Mozambique	Strengthening cultural and creative industries policies in Mozambique	Maputo, Inhambane and Nampula provinces	Cultural entrepreneurs (craft and music industry)	5 Institutions	**Outcome 1:** Cultural and Creative Industries' Contribution to Social and Economic Development promoted. **Outcome 2:** Inclusion of Social and Cultural Aspects in Development Policies and Strategies ensured.
Senegal	*Programme d'appui à l'insertion des sortants de la formation professionnelle au Sénégal (ISFP)*	Louga, Saint Louis et Matam Regions	Women and youth entrepreneurship	200-300 jobs to be created In 2008: 1,596 KAB students trained 184 GYBI students trained 101 students trained SYB	**Outcome 1:** Allow graduates of vocational training institutions to reincorporate the economic base. **Outcome 2:** Help vocational training institutions to: a) incorporate the principles and mechanisms that would allow them to elaborate in a consistently manner the insertion rate of their graduates, b) improve the insertion rate, and c) justify, by it, the good will of formal integration of the enterprise culture and the insertion in the training programmes. **Outcome 3:** Strengthen the sustainability of KAB and SYB methodologies in order to improve demand and the structure of actors
South Africa	Employment creation through Small and Medium Scale Enterprise (SME) development	Free State Province	Entrepreneurs both emerging and established business people	5,000 jobs to be created	**Outcome 1:** To nurture a stronger culture of entrepreneurship among the population of the Free State Province, with focus on Youth and women. **Outcome 2:** To create a more conducive policy, legal and regulatory framework (PLRF) for the start-up and operations of SME in the Free State Province. **Outcome 3:** To strengthen the capacity of local organizations to provide sector-specific business development services (BDS) geared towards SME at community level. **Outcome 4:** To stimulate BDS uptake among prospective and emerging entrepreneurs and their employees living and working in these communities.

Annex 2: **ILO VCD projects expected outcomes and ultimate beneficiaries** *(Continued)*

Country	Project Title	Scale (territorial)	Target Group	Ultimate Beneficiaries	Expected Outcomes
Africa					
South Africa	Promotion of Decent Work in the South African Transport Sector (Phase I)	Ports of Durban and Richards Bay	Workers and employers in the Ports of Durban and in some cases members of the local community	Under examination	**Outcome 1:** To promote a more dialogue –driven mediation of stakeholder interests in the Port of Durban and the Port of Richards Bay. **Outcome 2:** To create a more conducive policy and regulatory framework for doing 'business' in these two Ports, with emphasis on human resource development and management in line with the transformation agenda of the South African Government. **Outcome 3:** To strengthen the capacity of local Business Development Services (BDS) providers, among them prominently the School of Port Operations to in turn provide port stakeholder groups with a range of workforce centered training and advisory services. **Outcome 4:** To enable port workers to fully unlock the benefits of the staff development effort.
South Africa, Lesotho, Malawi, Mozambique	WEDGE related project	KwaZulu-Natal's (KZN) Province	Women owning small enterprises	900 jobs to be created	Gender Capacity building of VCD practitioners Identification of gender based needs for business Targeted support based on identified needs
Zambia	Broad-Based wealth and job creation in Zambia: Economic empowerment through MSME development	Nation wide	Potential and existing micro, small, and medium scale entrepreneurs	2,000 new jobs to be created	**Outcome 1:** Stimulate demand for business development services among targeted MSME **Outcome 2:** Strengthen the service delivery capacity of MSME service facilitators and providers. **Outcome 3:** Strengthen policy dialogue, planning and coordination on economic empowerment through MSME development. **Outcome 4:** Generate greater coherence among UN-PSD interventions.
Zimbabwe	Africa Commission: Skills for Youth Employment and Rural Development in Western and Southern Africa Zimbabwe	Nation wide	Youth (between 15 and 29 year old group)	Under examination	**General outcome:** Address youth economic empowerment and skills development in Zambia.

Annex 2: **ILO VCD projects expected outcomes and ultimate beneficiaries** *(Continued)*

Country	Project Title	Scale (territorial)	Target Group	Ultimate Beneficiaries	Expected Outcomes
Asia					
Bangladesh	Urban Partnership for Poverty Reduction (UPPR) Programme	Jessore, Khulna, Savar, Gazipur, Tongi twons	Urban poor and extremely poor people	3 million urban poo	**Outcome 1:** Urban poor communities mobilized and supported to form representative, inclusive and well managed groups. **Outcome 2:** Poor urban communities supported to create healthy and secure leaving environments. **Outcome 3:** Urban poor and extremely poor people supported to acquire the resources, knowledge and skills needed to increase their income and assets. **Outcome 4:** Development and implementation of pro-poor policies and practices supported in partnership with others. **Outcome 5:** Effective project management system established and operational.
Cambodia	Creative Industries Support Programme	Nationwide and Kampong Thom, Mondulkiri, Preah Vihear, and Rattanakiri Provinces	Indigenous women	5000 jobs to be created, 500 enterprises affected	**Outcome 1:** Improved capacity of national institutions to preserve and develop Cambodia's tangible and intangible cultural heritage and living art and promote its social and economic potential. **Outcome 2:** Improved employment opportunities and income generation in the creative industries through enhanced cultural entrepreneurship skills, improved business development services and market access; and **Outcome 3:** Improved commercialization of local cultural products and services in domestic and international markets.
China	The China Culture and Development Partnership Framework	Tibet, Qinghai, Xinjiang, Yunnan and Guizhou Regions	Provinces with large ethnic minority population (49-93%)	80 small business in the related sectors 6,421 women, 4,095 men, 10,010 ethnic groups	Wide range of outcomes concerning education, health, economic empowerment and preservation of cultural heritage. **Outcome 1:** The inclusion of ethnic minorities in cultural, socio-economic and political life strengthened through improved public policies and services. Under this outcome (4) outputs. **Outcome 2:** Ethnic minorities empowered in the management of cultural resources and benefiting from cultural-based economic development. This outcome has (3) outputs.
Indonesia	Employment-intensive growth for Indonesia: Job Opportunities for Young women and men (JOY)	Jakarta and East Java	Young men and women 589 people (254 men, 150 women, 123 young)		O**utcome 1:** Decent and productive employment will have been better mainstreamed into national economic and social policies and a national employment strategy that incorporates the Global Employment Agenda (GEA) will have been adopted and implemented. **Outcome 2:** Local representatives of the ILO constituents and communities in East Java will have implemented youth employment policies and local economic activities in selected areas.

Annex 2: **ILO VCD projects expected outcomes and ultimate beneficiaries** *(Continued)*

Country	Project Title	Scale (territorial)	Target Group	Ultimate Beneficiaries	Expected Outcomes
Asia					
Nepal	Employment creation and Peace Building based on Local Economic Development	Two poor districts: Dhanusha (in the plains) and Ramechhap (in the hills)	The poor, women, Indigenous People, and Dalits	8,500 households benefited. Including 3,500 workers (34% women, 43% indigenous people, 21% Dalit) 100,982 workdays have so far been created.	**Outcome 1:** Local stakeholders implement Local Economic Development strategies aimed at job creation more effectively and contribute to LED policy making. **Outcome 2:** District residents have better access to productive assets and (new) jobs. **Outcome 3:** Private enterprises and more competitive, create more jobs and local income.
Sri Lanka	Micro and small enterprise development for pro-poor growth in Sri Lanka (Enter-Growth)	4 Districts: Anuradhapura, Polonnaruwa, Kurunegala and Puttalam.	Micro and small enterprises (MSEs) owned by women and men	50,000 MSEs impacted	**Outcome 1:** Market access, expanded market for services and products of MSEs, through increased productivity and competitiveness, a stronger demand orientation, and better market linkages. **Outcome 2:** Business environment, a policy, legislative and regulatory environment that is conductive to the growth of MSEs, and will bring more of them into the formal economy. **Outcome 3:** Entrepreneurship culture, authorities and communities in which the poor predominately regard starting and growing MSEs as a socially and economically attractive activity. **Outcome 4:** BDS, greater access countrywide to market-led, sustainable business services for MSEs.
Timor Leste	Business Opportunities and Support Services (BOSS)	National and district level (districts to be identified)	MSE owners, including contractors. Men and women including youth that want to start a MSE or work as paid or unpaid workers.	Under examination	**Outcome 1:** Expanded market system for micro and small enterprises through local participatory approach in the three targeted districts (under examination). **Outcome 2:** Nation –wide access to enhanced and innovative market / need orientated business development services.
Turkey	Harnessing Sustainable Linkages for SMEs in Turkey's Textile Sector	Kahramanmaras and its three neighboring provinces Adiyaman, Gaziantep and Malatya	The poor, especially women, employed as workers in the textiles sector and living in the surrounding communities.	1006 institutions, 1250 women, 1250 men	**Outcome 1:** Productivity and innovation capacities of the SMEs in the Turkish textile industry especially in poor and vulnerable areas strengthened through enhanced collaboration and networking for increased competitiveness. **Outcome 2:** Sustainable development, CSR principles and gender equality are integrated into the business processes and practices of the Turkish SMEs in textile sector for increased of the Turkish SMESs in textile sector for increased competitiveness.

Annex 2: **ILO VCD projects expected outcomes and ultimate beneficiaries** *(Continued)*

Country	Project Title	Scale (territorial)	Target Group	Ultimate Beneficiaries	Expected Outcomes
Asia					
Viet Nam	Green Production and Trade to increase Income and Employment Opportunities for the Rural Poor	National level and northern provinces of Thanh Hoa, Nghe An, Hoa Binh and Phu Tho	Raw material growers/ collectors and grassroots producers of handicrafts and small furniture	50 institutions, 3,000 women, 1,450 men, 1,000 ethnic groups. A total of 4,480 beneficiaries.	**Outcome 1:** Improved understanding of the handicrafts and small furniture value chains in four provinces. **Outcome 2:** Environmental and economical sustainable increase in craft reams material growers' / collectors' incomes in four provinces. **Outcome 3:** A sustainable increase of crafts related rural households' and enterprises' incomes in four provinces. **Outcome 4:** Improved policies and regulatory frameworks at the provincial and national level that meet the needs of rural small enterprises, in particular raw materials and crafts producers, processors and traders.
Viet Nam	Youth Employment through Local Economic Development in Quang Nam Province	Quang Nam Provice in central Vietnam	Young men and women, especially ethnic minorities from "61 poorest districts".	3,000 full time laborers, 5,000 workers on temporary basis and affects 7,800 ethnic farmers through harvesting income from rattan.	**Outcome 1:** Enabling business environment in the province is improved, strengthening existing and new businesses, improving local economic conditions and local opportunities for job creation and poverty reduction; **Outcome 2:** Employability and employment of vulnerable rural youth are improved though upgraded skills to respond to the demands of current and new business opportunities; and **Outcome 3:** The market access of selected products is improved by strengthening relevant market players, improving product value added, competitiveness and brand, strengthening the linkage with national and international market.
Viet Nam	Strengthening of in-land tourism in Quang Nam Province	Quang Nam Province in central Vietnam	Young men and women in the tourism sector	1,000 enterprises realized financial benefits	**Outcome 1:** Pro-poor development of the hospitality and travel industry for inland tourism in Quang Nam. **Outcome 2:** Pro-poor development of two selected value chains which are critical to the development of the hospitality and travel industry for inland tourism in Quang Nam. **Outcome 3**: Awareness of the project's experience, lessons learned and tools among stakeholders in the tourism sector nationally and in selected other provinces.
Latin America					
Bolivia	Integration of Indigenous Andean Producers into New National and International Value Chains	Altiplano	Andean Producers	6 institutions, 2,500 women, 2,500 men	**Outcome 1:** Institutional capabilities in the country are strengthened for the design and implementation of public policies for ecological production. **Outcome 2:** 100 rural communities are in the middle of an ecological certification process, which increases their production and income. **Outcome 3:** At least 30% of the direct beneficiaries of the Joint Programme have had access to financial services for the production, transformation and access to national and international markets.

Annex 2: **ILO VCD projects expected outcomes and ultimate beneficiaries** *(Continued)*

Country	Project Title	Scale (territorial)	Target Group	Ultimate Beneficiaries	Expected Outcomes
Latin America					
Costa Rica	Developing Competitiveness for the Brunca region in the Tourism and Agro-Industry Sectors, with an Emphasis on the Creation of decent, green employment to Reduce Poverty	Brunca region		312 institutions, 20,000 women and 15,000 men	**Outcome 1:** Improved setting to develop competitive business in the Brunca region. **Outcome 2:** Improved competitiveness of micro, small and medium-sized enterprises of the Brunca Region, with emphasis on the creation of green, decent jobs to reduce poverty **Outcome 3:** Improved innovative capacity of the Brunca Region
Dominican Republic	Strengthening of the Value Chain of Bananas through the Development of Inclusive Markets	Montecristi, Azua and Valverde	Banana producers	12 institutions 50 women, 450 men	**Outcome 1:** To increase competitiveness through the incorporation of new productive technologies (irrigation, energy) in the fields of small producers of bananas for exportation in the region and through the development of inclusive markets. **Outcome 2:** To improve competitiveness through the incorporation of R&D, ICT, and banana marketing and commercialization systems for both internal and export markets, and business, management, labor and risk management trainings. **Outcome 3:** Public-private participation in the provision of social and economical services for producers and workers in the banana sector.
Honduras	Human development for youth: overcoming challenges of migration through employment	57 municipalities: Department of la Paz, Comaguaya and Intibuca	Young (aged 15 to 29),	61 institutions, 2,430 women, 5,760 men, 1,157 ethnic groups	**Outcome 1:** Increase of the capacity for insertion within decent jobs in the work market for young men and women who are vulnerable and have a high migratory potential. **Outcome 2:** Strengthening of the national and local institutional frameworks for the promotion of decent employment for youth, with an emphasis on potential and/or returned migrants. **Outcome 3:** Reinforcement of leadership capacity ties and identify of young men and women and their participation in the design of local development based upon a vision of shared principles and values.
Honduras	Cultural creativity and Identity for Local Development	8 regions: La Lima,Tela, Choluteca, Santa Rosa de Copan, La Esperanza, Juticalpa, Puerto Lempira; Taulabee and Tegucigalpa	Local handicrafts producers and local farmers	574 institutions, 1,182 women, 1,040 men, 10% ethnic groups	**Outcome 1:** Inclusive cultural development programs and strategies developed and applied at the local level, which lay the ground work for a national cultural development policy based on cultural diversity and strengthening identity. **Outcome 2:** creative and cultural industries developed which promote economic and social development and permit broader opportunities for the population in eight regions. **Outcome 3:** information on the impact of culture on development produced, complied, analyzed and disseminated on order to build communities and guide public and private investment.

Annex 2: **ILO VCD projects expected outcomes and ultimate beneficiaries** *(Continued)*

Country	Project Title	Scale (territorial)	Target Group	Ultimate Beneficiaries	Expected Outcomes
Latin America					
Nicaragua	National Development Capacities for Improving Employment and Self-Employment Opportunities for Young	Chinandega, Somotillo, Managua, San Francisco Libre, Masaya, Altagracia, Matagalpa, Sébaco, Tuma-La Dalia, Jinotega and La Concordia.	Young (aged 14-25)	20 institutions, 8,000 young (4,400 women, 3,600 men), 68 ethnic groups	**Outcome 1:** An improvement in the correlation between supply and demand for labour in the 11 chosen municipalities. **Outcome2:** Youth cooperatives and micro enterprises set up and/or given extra support in the 11 chosen municipalities. **Outcome 3:** Improved national capacities in the areas of youth employment and migration.
Peru	Inclusive creative industries: an innovative tool for alleviating poverty in Peru	Ayacucho, Cusco, Lambayeque y Puno	Poor small-scale producers, women and indigenous communities	639 women and 1,491 men	**Outcome 1:** A favorable institutional environment for the development of business activities that promote inclusive businesses in creative industries. **Outcome 2:** A business base (micro and small producers) with better skills and information for the development of inclusive creative industries, incorporating mechanisms for innovation. **Outcome 3:** Quality systems for creative production have been strengthened through a revitalization of cultural identity and improvements to working conditions.

Country	Project Title	ILO's Implementation Strategy	ILO's Indicative Activities	Other UN Participating Organizations
Africa				
Egypt	Pro-poor Horticulture Value Chains in Upper Egypt.	Contributes to the development of the entrepreneurial capacity of the farmers associations (FAs) and to provide BDS services to small farmers as well as integrating decent work practices in the post harvest centres. UNIDO is providing value chain analysis and development.	Assess farmers and operators' entrepreneurship training needs. Contributes to component 3: Entrepreneurship promotion. Customize and deliver entrepreneurship skills courses to farmers (Know About Business (KAB), Start & Improve Your Business (SIYB), Expand Your Business (EYB), and Start Your Waste Recycling Business (SYWRB) Contributes to component 1: Facilitate partnership between farmers and private investors (exporters, domestic retailers, touristic facilities).	**UNDP:** lead Agency of the programme ensures effective and equitable business partnerships between small farmers and the private sector. **UNIFEM:** raises awareness on gender issues; GES (Gender Equity Seal) to develop, promote, and encourage gender equity in public sector and private firms. **UNIDO:** enhances the horticulture supply chain and strengthen its linkages to external and domestic markets. Provide customized technical, business development and marketing assistance.
Ethiopia	Edible Oil Value Chain Enhancement.	Builds up local capacity of all stakeholders (including farmers, processors, traders, associations, cooperatives, consultants, public sector, etc.) on various areas including technical trainings on marketing, accounting, processing, etc, BDS, networking & clustering, infrastructure provision, systems implementation (such as OSH), improving access to finance, saving promotion, exposure to international markets, conformity to local and international standards.	Conduces desk reviews on the barriers that limit access to the financial services. Identifies financial service providers that are suitable for the processors. Provides training capacity to processors and financial institutions to improve service delivery. Disseminates manuals and guidelines to facilitate access to finance. Disseminates OSH practices. Promotes Associations or entrepreneurial cooperatives to upgrade them to formal economy producers.	**UNIDO:** enhances the capacity, capacity utilization and quality of the end product the targeted oil seeds processing plants. Improve access to local and international Markets. **FAO:** enhances productivity and competitiveness of private sector led agricultural production of oilseeds.

Annex 3: **ILO VCD projects implementation strategies and indicative activities for UN agencies** *(Continued)*

Country	Project Title	ILO's Implementation Strategy	ILO's Indicative Activities	Other UN Participating Organizations
Africa				
Mozambique	Strengthening cultural and creative industries policies in Mozambique.	Gives policy recommendations towards decent job creation and social security and training tools in building capacity in management and entrepreneurial skills of the beneficiary communities and organizations.	Develops and implements business management & administration training programmes for the selected beneficiaries within the domain. Facilitates the creation of associations and networks of producers, practitioners and providers of cultural and creative industries, including grass roots organizations and informal sector micro-enterprises /organizations.	**UNESCO:** ensures the the overall programmme and in-country coordination. **UNFPA:** provides technical expertise in Sexual Reproductive Health and HIV prevention. **FAO:** ensures the integration of socio-cultural data and traditional knowledge systems in forestry resources management and agriculture. **ITC:** contributes to trade promotion and capacity building. **UNHCR:** coordinates the implementation of the programme's activities in the refugee camp in Maratane.
Senegal	*Programme d'appui à l'insertion des sortants de la formation professionnelle au Sénégal (ISFP).*	Direct implication from training experts and specialists in employment, development and enterprise management to: introduce new training methods that encourages; the development of an entrepreneurship culture, enterprise management, orientates towards employment, develop small enterprises and a business plan.	Contributes to the promotion and management of enterprise, integration of development policies in human resources and employment at the national level. Coordinates the development and promotion of KAB and GYBI methodology in the region (missions to Mali and Burkina Faso). Follows up of the implementation process, leading meetings and workshops to increase institutional participation. Develops strategies, methods and mechanisms to administrate expenses and manage the budget. Coordinates activities linked to SYB to identify the service providers, their mobility, the follow-up and the evaluation and training of providers.	**ONUDI:** ensures the quality of the manufacturing process and control the economic environment. **UNDP:** establishes mechanisms for financing projects of companies on the basis available of funds made available by the Luxembourg cooperation.

Annex 3: **ILO VCD projects implementation strategies and indicative activities for UN agencies** *(Continued)*

Country	Project Title	ILO's Implementation Strategy	ILO's Indicative Activities	Other UN Participating Organizations
Africa				
South Africa	Employment creation through Small and Medium Scale Enterprise (SME) development.	ILO distinguishes four system level of intervention: Meta-level interventions that aim at changing mind-sets, value systems and perceptions held by stakeholders groups within the system of reference. Macro-level interventions that aim at facilitating a more conducive regulatory framework for doing business within the system boundaries, and where applicable also across system boundaries. Meso-level interventions that aim at boosting the breadth and depth of local supply with BDS. Micro-level interventions that aim at 'pulling' businesses into the market exchange for BDS.	Develops a mass media based entrepreneurship promotion programme. Establishes an SME observatory that informs policy planning and coordination. Contributes to the alignment of provincial level and municipal SME policies. Develops the performance measurement system to benchmark the initiative against other SME projects in Free State and South Africa. Introduces industry-specific financial BDS and also for non financial BDS for SME. Establishes a challenge fund targeting community-based youth organizations, social business plan/green business plan competitions for young entrepreneurs. Develops a performance measurement system to benchmark the initiative against other SME projects in Free State and South Africa.	**ILO main executing Agency**

Annex 3: **ILO VCD projects implementation strategies and indicative activities for UN agencies** *(Continued)*

Country	Project Title	ILO's Implementation Strategy	ILO's Indicative Activities	Other UN Participating Organizations
Africa				
South Africa	Promotion of Decent Work in the South African Transport Sector (Phase I).	ILO distinguishes four system level of intervention: Meta-level interventions that aim at changing mind-sets, value systems and perceptions held by stakeholders groups within the system of reference. Macro-level interventions that aim at facilitating a more conducive regulatory framework for doing business within the system boundaries, and where applicable also across system boundaries. Meso-level interventions that aim at boosting the breadth and depth of local supply with BDS. Micro-level interventions that aim at 'pulling' businesses into the market exchange for BDS.	Lead study tours for stakeholder representatives to assess international best practice of social dialogue and HRD strategies in ports and other transport facilities. Reviews the existing mechanisms for both internal and external social dialogue in the Ports to facilitate the planned initiative. Creates capacity building for each stakeholder group to mediate their respective interests through the refined system. Leads rraining of senior management representatives in how to better balance financial an non-financial objectives in the long term business strategy for the ports. Also, leads training of HRD managers and HRD operational level staff in the latest thinking on port –centred HRD policies and regulations, including OSH and HIV and IADS workplace policies. Reviews of existing staff development training packages in the local and international market place (including the materials already used by the ports of School and APEC, and explicitly including a review of OSH and HIV AIDS Training packages) also in light of the ongoing reviews of the NQF. Leads training of trainer from the Port of School in the use of the amended training services/products. Lead an information campaign to raise costumer awareness about the new service offerings.	**ILO main executing Agency**

Annex 3: **ILO VCD projects implementation strategies and indicative activities for UN agencies** *(Continued)*

Country	Project Title	ILO's Implementation Strategy	ILO's Indicative Activities	Other UN Participating Organizations
Africa				
South Africa, Lesotho, Malawi, Mozambique	WEDGE related project.		Provides training to practitioners. Leads analysis research in gender sensitive value chains. Rolls out of support to women entrepreneurs.	**UNIDO**
Zambia	Broad-Based wealth and job creation in Zambia: Economic empowerment through MSME development.	ILO, as the leading UN Agency, promotes more and better employment for the Youth, women and people with disabilities. Supported by enhanced labour market information systems.	Carries out research on the supply of, and demand for BDS. Develops a market information system to document and widely disseminate the information. Capacitate the facilitator(s) to operate and maintain the market information system. Carries out internal assessments of BDS providers' product portfolios. Adapt existing BDS tools. Support BDS providers in adaptation and pilot of products. Monitor and evaluate the outcome and impact of the new product development. Provides training and advise to BDS providers on how to sell their MSME. Assist pilot innovative marketing approaches. Monitor and evaluate the outcome and impact of the marketing effort.	**UNDP** **UNCTAD/ EMPRETEC:** promotes BDS products that are affordable for, and meet the demand of, MSME in the selected sectors target groups, including ICT-based BDS and those that target women. Also, increase understanding of and capacity to play the roles that local institutions can perform in facilitating and brokering business linkages and related pro-poor business models. **UN Global Compact:** promotes responsible corporate citizenship to make business.
Zimbabwe	Africa Commission: Skills for Youth Employment and Rural Development in Western and Southern Africa: Zimbabwe.	Promotes and supports community based technical and vocational education and informal apprenticeship skills training to enable the inclusive economic participation of young people in productive and profitable activities along the value chain of selected subsectors or industries especially those rooted in rural areas.	Develops a desk study and subsector selection and develop a Value Chain Mapping and Analysis.	Under examination.

Annex 3: ILO VCD projects implementation strategies and indicative activities for UN agencies

Country	Project Title	ILO's Implementation Strategy	ILO's Indicative Activities	Other UN Participating Organizations
Asia				
Bangladesh	Urban Partnership for Poverty Reduction (UPPR) Programme.	Strengthens UPPR interventions through its proven technical expertise in the area of job creation and decent work. It applies Local Economic Development (LED) approach which will broaden the participation of the local stakeholders beyond the CDCs and local governments to include male members, youth and children from the communities and expand membership organization and service providers.	Support focuses on: a) Supporting the development of LED strategies, b) Making community infrastructure work more labour intensive and linked to other economic opportunities, c) converting apprenticeship programme into a more comprehensive support to obtain decent jobs with systematic skills and labour market support, d) Introducing proven entrepreneurship programme along with access to finance to improve self-employment opportunities and mitigate risks, e) Integrating child labour issues and concerns at all levels in processes, strategies, interventions, and policies. LED planning (a) includes diagnosis of problems, identification of opportunities and intervention strategies. This component supports PACA/LOCA and VCD exercises.	**UNDP:** provides among other basis for designing interventions and monitoring improvement in the socio-economic life of beneficiaries.
Cambodia	Creative Industries Support Programme (Cambodia).	The ILO has on-going programs supporting small business associations, including associations of artists and producers. ILO experience with enterprise development in Cambodia, with special focus on entrepreneurs working in the informal economy and women's economic empowerment.	Strengthens service providers (mainly NGO because of a lack of appropriate private sector interventions) at the local and provincial levels to facilitate BDS delivery to the target group. This includes VCD interventions, from trainings on financial literacy and group formation to handicraft enterprise management, design and costing and developing access to markets for commercialization purposes.	**UNESCO:** activities in line with strengthening the capacity of national agencies to safeguard the national treasure and heritage. UNESCO has strong working relationships with the Ministry of Culture and Fine Arts. **FAO:** activities in line with programmes in Cambodia having a strong livelihood support focus and have contributed to food security improvement of the poor through not only agricultural production intensification but also community empowerment, livelihood diversification and community based natural resource management. This complements the ILO rights-based approach in working with ethnic minorities. **UNDP:** activities related to trade legislation and export procedures. It is a lead partner of the Ministry of Commerce on the Cambodian Trade Integration Strategy and has guided the implementation of Sector-wide Strategy for the Cambodian Silk Sector.

Annex 3: **ILO VCD projects implementation strategies and indicative activities for UN agencies** *(Continued)*

Country	Project Title	ILO's Implementation Strategy	ILO's Indicative Activities	Other UN Participating Organizations
Asia				
China	The China Culture and Development Partnership Framework.	ILO addresses inclusion issues of ethnic minorities within the labour market and employment discrimination which is culturally and linguistically based. It contributes to sector competitiveness through better marketing, design and brand, quality products, business capacity and business environment improvement.	Leads research and analysis on employment situation of ethnic minorities. Identifies and develops strategies to amend gaps with regards to capacity of labour authorities, lawyers and judicial authorities, employers' and workers' discriminations. Develops training materials according to these needs. Conduct training conducted among relevant stakeholders. Awareness raising and legal protection materials. Mechanism designed and piloted to implement legislation in a more effective and sustainable way. Culture Based Local Economic Development (LED) and livelihood creation through: (i) provision of entrepreneurship and business development services, and (ii) strengthening policy and institutional environment for ethnic minority arts and crafts sector. Develops action plans for VCD on creative and traditional products, local capacity for strengthening economic development including the adaptation of training materials, training trainers, entrepreneurs and VCD facilitators, pilots VCD in selected localities, leads LED policy dialogs, review s the local and business environment and monitors and evaluate activities.	**UNFPA:** assist in the area of population and development, promotes the attainment of universal access to reproductive health services and reproductive rights. **UNICEF:** studies and models approaches that influence development of policies, standards and budget affecting children and families. **UNESCO:** supports world culture preservation and also fields of education and social sciences. **FAO:** takes the lead in the areas of bio-energy, climate change issues, land and water management, land tenure issues, biodiversity for food and agriculture, and research and extension. **UNDP:** focuses on ethnic minorities, capacity building and governance. **UNIDO:** provides technical support in strengthening industrial capacities; with trade capacity building, and poverty reduction through productive capacities.

Annex 3: **ILO VCD projects implementation strategies and indicative activities for UN agencies** *(Continued)*

Country	Project Title	ILO's Implementation Strategy	ILO's Indicative Activities	Other UN Participating Organizations
Asia				
Indonesia	Employment-intensive growth for Indonesia: Job Opportunities for Young women and men (JOY).	Builds the capacities of the tripartite constituents and other key stakeholders to develop and implement effective national employment policies. Foster area-based employment and economic development through the implementation of the ILO's participatory Local Economic Development (LED) methodology.	Develops value chain analysis for identified sub-sectors. Component 1: mainstreams decent and productive employment into national economic and social policies. Component 2: implements youth employment policies and local economic activities in East Java by local representatives of ILO constituents. Develops training and seminars for IYES, SYB, home stay, waste management, souvenir production, entrepreneurship for farmers.	**Ad hoc** collaboration of UN agencies in Tourism (UNWTO) and on Green Jobs (UNDP).
Nepal	Employment creation and Peace Building based on Local Economic Development.	Identifies the sectors and sub-sectors with economic potential and to ensure that interventions in these sectors benefit the poor. The focus has been on tourism and food value chains seen as a priority by the LED Forums.	Contributes with LED forums designing and implementing initial LED strategies for employment-intensive economic growth at district and national levels. Improves productive infrastructure and services provided. Strengthened EIIP capacities supporting improved EIIP policy, investments and implementation. Targets business services for value chain upgrading and connectivity enabled and facilitated for target value chain actors. Encourages entrepreneurship and enterprise culture encouraged and promoted through business radio programming.	**ILO main executing Agency**

Annex 3: **ILO VCD projects implementation strategies and indicative activities for UN agencies** *(Continued)*

Country	Project Title	ILO's Implementation Strategy	ILO's Indicative Activities	Other UN Participating Organizations
Asia				
Sri Lanka	Micro and small enterprise development for pro-poor growth in Sri Lanka.	ILO strategy through Enter-Growth, took a 'light touch' approach providing limited direct financial support to partners, instead focusing on technical support, coordination, and information. This approach allowed to build local ownership of the interventions and to ensure maximum sustainability.	Strengthens supply and demand business services, skills training and locality or value chain based approaches that enable women and men in SMEs to increase their productivity, offer more market led products and services, and develop market linkages. Improves MSEs and improves MSE starters' access to financial services through stronger linkages between representative organizations, service providers and Government on the one hand and financial institutions on the other. Strengthens the capacity of provincial, district and local authorities to create and maintain enabling policy, legislative and regulatory environment for MSE development by women and men, within the framework of national policies for poverty reduction and MSE promotion. Establishes and sustains dialogue between provincial, district and local authorities, MSEs and business service providers. Introduces KAB progressively into vocational and technical training.	**ILO main executing Agency**

Annex 3: **ILO VCD projects implementation strategies and indicative activities for UN agencies** *(Continued)*

Country	Project Title	ILO's Implementation Strategy	ILO's Indicative Activities	Other UN Participating Organizations
Asia				
Timor Leste	Business Opportunities and Support Services (BOSS).	Contributes to a "private-sector-sound" rural development strategy, tackle the lack of dialogue and coordination between the public and the private sectors; the lack of market access for products and services; the ineffective utilization of local resources / opportunities; the weak managerial and entrepreneurial knowledge and the limited and often ineffective involvement of civil works contractors in Government budget and service delivery.	Socio-economic analyses, MSEs service providers and district stakeholder's mappings regularly carried out. Business opportunities in selected key economic sectors regularly identified through and inclusive and a participatory approach. District Economic Action Plans addressing the underlying causes of the market weaknesses in the indentified key economic sectors implemented. Conduct business management training and counselling provided by the restructured IADE/BDCs Set up a business information and promotion system within IADE/BDC.	**UNDAF:** Assists vulnerable groups experience a significant improvement in sustainable livelihoods, poverty reduction and disaster risk management within an overarching crisis prevention and recovery context.
Turkey	Harnessing Sustainable Linkages for SMEs in Turkey's Textile Sector.	Integrates gender sensitive CSR principles into the business process and practice of SMEs. ILO labour standards and ILO CSR principles amongst textile and apparel companies are promoted through sector assessments and sector specific CSR training on gender sensitive social conduct.	Designs and delivers training programs on gender sensitive social conduct and how to develop and mainstream ILO labour standards and CST strategy to the business in textile sector.	**UNIDO:** supports with clustering and business linkage development in the textile sector, focusing on the pilot provinces. **UNDP:** is responsible for the activities on Value Chain management Platform which will be established and accessible by 1,000 SMEs in the pilot provinces.

Annex 3: **ILO VCD projects implementation strategies and indicative activities for UN agencies** *(Continued)*

Country	Project Title	ILO's Implementation Strategy	ILO's Indicative Activities	Other UN Participating Organizations
Asia				
Viet Nam	Green Production and Trade to increase Income and Employment Opportunities for the Rural Poor.	At the smallholder farmer and producer group level, ILO Interventions stimulate entrepreneurship and business skills, life empowering skills, group formation, improve working conditions towards productivity and competitiveness, access to micro-finance of the target groups. At the SME level, ILO works on introducing appropriate labour standards and ways to improve working conditions towards productivity and competitiveness.	Consult/ coach and conduct training to craft SMEs and poor craft producing communities with the aim to increase productivity & competitiveness. Conduct baseline and monitoring studies of poor grassroots crafts & small furniture producers on good workplace practices, occupational safety and health, compliance with labour standards. Undertakes capacity building for business groups / associations among poor grassroots crafts producers. Links poor grassroots crafts producers to micro-finance and micro insurance institutions and for training micro-finance and micro insurance institutions.	**ITC:** works on improving supply and market linkages of these export-oriented SMEs and producer groups. **UNCTAD:** strengthens the entrepreneurship skills of export oriented crafts SMEs. **FAO:** promotes green sustainable rattan cultivation/bamboo collection, improved mulberry, sea grass and lacquer tree plantation and silk worm rising. **UNIDO:** interventions seek to improve producers with technical skills, such as silk and basket weaving or handmade paper production. Also, improve productivity of raw material processing and production of handicrafts through good housekeeping. At the SME level, the UNIDO focus on cleaner production, improved technologies and sustainable design both for export-oriented and other processing SMEs
Viet Nam	Youth Employment through Local Economic Development in Quang Nam Province.	ILO improves pro-employment business framework conditions in the province; Strengthens employability and employment of vulnerable rural youth, though upgraded vocational and entrepreneurial skills; and Improve the market access of selected products (rattan & bamboo and vegetable) in selected districts of the province through the value chain approach.	Uses VCD approach to identify constraints in the development of a number of key products in Quang Nam. Stabilizes supply of rattan fibber and exert control over sourcing options for firms. Improves the quality of rattan resources and efficiency of supply chain. Expands capabilities to upgrade market system and reposition the industry. Improves labour conditions and productivity of labourers. Builds up supporting functions of local Rattan and Bamboo Business Association. Improves access to financial services across participants in the value chain.	**Prosperity Initiative:** Community Interest Company (CIC) conducted a participatory value chain assessment and supporting the Department of Industry and Trade (DOIT) of Quang Nam to create a provincial development plan for the rattan and bamboo sector.

Annex 3: ILO VCD projects implementation strategies and indicative activities for UN agencies

Country	Project Title	ILO's Implementation Strategy	ILO's Indicative Activities	Other UN Participating Organizations
Asia				
Vietnam	Strengthening of in-land tourism in Quang Nam Province.	Applies a VCD approach, including a gender analysis and youth considerations to identify main constrains and opportunities to pro-poor development of hospitality and travel industry in Quang Nam. Develops proposals to address these constraints and opportunities and their causes. Supports, financially and technically, some of the key proposals.	Develops the capacity to conduct pro-poor tourism development, for the hospitality and travel industry. Develops two exercises on selected value chains that are critical to the development of hospitality and travel industry for inland tourism in Quang Nam. Contributes to sharing information on lessons learned and tools among national and local representatives.	**UNDP:** provides among other basis for designing interventions and monitoring improvement in the socio-economic life of beneficiaries.
Latin America				
Bolivia	Integration of Indigenous Andean Producers into New National and International Value Chains.	Systemic intervention: that would have an impact at all levels and with all actors (producers, producers associations and exporting enterprises, market goods, certified enterprises, financial institutions, business service enterprises, public institutions). Ensures a pro-poor focus that benefits women and men that are in extreme poverty. Leads a participative approach to ensure that all actors take part in the intervention to ensure sustainability. Promotes associations, network to increase entrepreneurship efficiency. Promotes of cooperation and synergies.	Develops a norm for community enterprises on ILO's charge. Provides training of small producers in the management of new productive entrepreneur with decent work standards. Provides training of small producers into standards for fair trade. Articulates the initiative of small producers with the initiatives and experiences of fair trade developed internationally and nationally.	**FAO:** provides technical assistance and technology transfer to small producers to increase ecologic production and increase marketing and product promotion. **UNICEF:** provides training of community producers on children ecologic rights and social responsibility values. **UNIDO:** provides training of local leaders in the management of local production. Develops a certification on ecology for the national market. **WFP:** promotes ecological products and the increase of programs for feeding at school. **UNDP:** leading agency, actualization and implementation of the public policy of ecologic production already existent. Provides training of Stakeholders for its implementation. Leads a campaign to inform about the objectives of the joint project.

Annex 3: **ILO VCD projects implementation strategies and indicative activities for UN agencies** *(Continued)*

Country	Project Title	ILO's Implementation Strategy	ILO's Indicative Activities	Other UN Participating Organizations
Latin America				
Costa Rica	Developing Competitiveness for the Brunca region in the Tourism and Agro-Industry Sectors, with an Emphasis on the Creation of decent, green employment to Reduce Poverty.	Supports the development of employment policies and strategies, continue training, promotion and entrepreneurship. In particular, supports the development of the private sector (employers). Promotes employment on indigenous groups through market development.	Identifies the procedure to open, formalize and develop business in the region. Provides training and capacity building for a unique information centre. Updates available information on the entities providing finance and technical support and the development of alliances that contribute to competitiveness. Fortifies public institutions, public and private programs that support competitiveness. Contributes to the development of competitiveness to improve productivity and innovation and the creation of green jobs, decent work for women and men tourism and agro-industry sectors.	**UNDP:** contributes to enhance dialog and institutional reform to fortify development and competitively in the tourist sector. **IOM:** collaborates with actors involved in migration initiatives and sustain the migration of ethnic groups. **UN-HABITAT:** promotes gender equity and women empowerment in the region by simplifying the procedure to open a business. **FAO:** supports agriculture sector and promotes policies that promote private investment and encourages the private sector through dialog mechanisms between sectors.
Dominican Republic	Strengthening of the Value Chain of Bananas through the Development of Inclusive Markets.	Designs and develops in collaboration with local authorities and the Ministry of Labour a strategic plan for the region to promote decent work, employment and the increase of productivity. In addition, training in labour and human rights, child labour, incentives and labour participation of the producers and the employees of the sector.	Maps key actors in the value chain and elaborate technical norms for labour competitiveness in the banana sector that would respond to the needs and characteristics of the workers with low level of education. Develops a program for training and improvement of national and international labour norms, particularly in accordance with ILO priorities and based on the strategic plan for the product. Promotes economic development applying PIAR methodology. Improves technical assistance the development of HIV programs in working places according to ILO norms and recommendations.	**UNDP:** supports the government promoting economic development through the implementation on a National Plan for systemic competitiveness and for the expansion of electricity in rural areas. **FAO:** provides assistance for the installation of irrigation systems and productive innovation like national and international marketing, entrepreneurship training and management. **PAHO:** promotes health and a healthy atmosphere in the rural area where the program is implemented. **UNAIDS:** promotes humans rights for people with HIV. **WFP:** helps poor communities in the region that have been affected by storms by trading food and cash for work. Also, participates in school feeding. **UNFPA:** encourages women's rights at the local level, between workers and producers and among community people.

Annex 3: **ILO VCD projects implementation strategies and indicative activities for UN agencies** *(Continued)*

Country	Project Title	ILO's Implementation Strategy	ILO's Indicative Activities	Other UN Participating Organizations
Latin America				
Honduras	Human development for youth : overcoming challenges of migration through employment.	Provides expertise and technical support for enterprise development, training and local development though PASI and PRES programmes.	Provides assistance for youth employment and training for entrepreneurship and vocational training to meet local demand and integrate the needs of productive chains. Supports the development of a labour strategy in regional business offices with a focus on corporate social responsibility through conventions with enterprises, cooperatives, business consortia and training centres.	**UNDP:** Lead agency in charge of the implementation of programs for poverty reduction, governance and state reform and decentralization. **UNFPA:** provides skills training for educational system to formal and informal workers. **UNICEF:** supports youth and children participation. **UNODOC:** provides furniture to multiservice regional business offices to support operational activities. **IOM:** facilitates national capacity and regional cooperation for migration. **FAO:** develop foods security initiatives for rural areas. **UNIFEM** provides ad hoc collaboration.
Honduras	Cultural creativity and Identity for Local Development.	Supports with training material like local economic development guides and studies. Also, ILO supports the informal sector (PASI) and the regional program for sustainable employment (PRES).	Provides training of eight groups (one for each region) in planning, implementation and procurement for the protection and promotion of cultural heritage. Fortifies the development of micro cultural enterprises or entrepreneurs through its eighty SIYB certified trainers in the region. Forties handicraft microenterprises and five handicraft business associations trained to increase productivity and commercialization of their products through handicraft markets.	**FAO:** encourages local farmers to develop initiatives on rural tourism and promotes local handicrafts. **WTO:** helps link SMEs producing handicrafts to national markets. Organizes regional handicraft fairs. **UNICEF:** encourages children and disabled to participate in cultural activities. **UNESCO:** supports process of decentralization and promotes regionalization of culture. **UNDP:** contributes to the construction of statistical information, encourage citizen participation in local government and consensus.

Country	Project Title	ILO's Implementation Strategy	ILO's Indicative Activities	Other UN Participating Organizations
Latin America				
Nicaragua	National Development Capacities for Improving Employment and Self-Employment Opportunities for Young.	Collaborates to the national and local policy to define youth employment strategies and train teenagers to have access to decent work through MITRAB.	Provides training according to the labour demand by municipalities. Strengthens the participation and organization of youth to defend their right at work. Leads communication campaigns that provide information on the labour rights. Supports methodologies based on intensive investment of youth labour for local development. Leads training for youth entrepreneurship and cooperatives. Increases and fortify local associations for youth entrepreneurship and cooperatives. Training on competitiveness and productive value chain (INJUVE).The training focus on learning experiences, product promotion and marketing). Fortifies national institutions to develop a national plan for the implementation, monitoring and evaluation for youth employment.	**UNIDO:** supports SMEs linked with the industrial sector. UNDP: supports with the certification of youth in the construction sector (learn by doing) and collaborates with the National Institute for Information for Development (INIDE)to fortify national statistic system. **FAO:** Together with the National Institute for Agricultural Technology supports the development of micro enterprises for young people in rural areas. **UNFPA:** collaborates with local government to improve the skills of young people and supports the development of demographic and migration statistics. **WTO:** supports with the development of SMEs in the tourist sector.
Peru	Inclusive creative industries: an innovative tool for alleviating poverty in Peru.	Supports with training methodology and technical assistance to increase business productivity and the quality of small enterprises.	Fortifies public and private structures in every region to promote inclusive business and creative industries. Provides a methodological guide for the development of a national action plan that involves private and national and local level for poverty alleviation. Increases the offer of services and financial instruments provided to micro and small producers of aboriginal and poor communities: business management, access to markets and to finance, entrepreneurship training, and improvement of quality systems.	**UNESCO:** promotes the development of local culture. **WTO:** introduces the concept of inclusive business (ST-EP) and promotes private participation for initiatives related to the tourist sector. **UNIDO:** Fortifies development methodologies to increase production, market capacity and technology innovation to achieve international standards. **UNDP:** promotes sustainable living conditions in rural communities by financing productive projects of microenterprises. **FAO:** leads activities that contribute to increase productive systems and add value in the sectors of agriculture, forestry, fishing, and rural development.

Annex 4: List of reference documents

IRIS Reference number	Country	Name of the project	Documents List
	Bangladesh	Urban partnership for poverty reduction (UPPR) programme.	• ILO technical support to, urban partnership for poverty reduction (UPPR) programme, summary project outline.
BGD/10/02/UND102375	**Bolivia**	Integration of Indigenous Andean Producers into New Regional and International Value Chains (MDGF-2093).	• Factsheet: Integration of Indigenous Andean Producers into New Regional and International Value Chains (MDGF-2093). • Signed Joint Project: Integration of Indigenous Andean Producers into New Regional and International Value Chains (MDGF-2093).
CMB/08/50/UND101392	**Cambodia**	Creative Industries Support Program (MDGF - 1838).	• *Questionnaire: Michel Terellen* • Factsheet: Creative Industries Support Program (MDGF - 1838). • FILE: Programme document.
	China	The China Culture and Development Partnership Framework (MDGF – 1692).	• *Questionnaire: Baoshan Deng (correspondent).* • Factsheet: The China Culture and Development Partnership Framework (MDGF – 1692). • Signed Joint Project: The China Culture and Development Partnership Framework (MDGF – 1692).
COS/09/50/UND101725	**Costa Rica**	Developing Competitiveness for the Brunca region in the Tourism and Agro-Industry Sectors, with an Emphasis on the Creation of decent, green employment to Reduce Poverty (MDGF-2086).	• Factsheet: Developing Competitiveness for the Brunca region in the Tourism and Agro-Industry Sectors, with an Emphasis on the Creation of decent, green employment to Reduce Poverty (MDGF-2086). • Signed Joint Project: Developing Competitiveness for the Brunca region in the Tourism and Agro-Industry Sectors, with an Emphasis on the Creation of decent, green employment to Reduce Poverty (MDGF-2086). • Mission report, San José, Costa Rica y Lima, Perú, del 26 al 30 de Abril 2010, Merten Sievers, EMP/SEED.
	Dominican Republic	Strengthening of the Value Chain of Bananas through the Development of Inclusive Markets (MDGF-2060).	• Factsheet: Strengthening of the Value Chain of Bananas through the Development of Inclusive Markets (MDGF-2060). • Signed Joint Project: Strengthening of the Value Chain of Bananas through the Development of Inclusive Markets (MDGF-2060).
	Egypt	Pro-poor Horticulture Value Chains in Upper Egypt (MDGF- 2047).	• *Questionnaire: Kholoud Al-Khaldi (correspondent).* • Factsheet: Pro-poor Horticulture Value Chains in Upper Egypt (MDGF-2047). • Signed Joint project: Pro-poor Horticulture Value Chains in Upper Egypt (MDGF-2047).

Annex 4: **List of reference documents** *(Continued)*

IRIS Reference numbe	Country	Name of the project	Documents List
ETH/10/50/UND102119	**Ethiopia**	Edible Oil Value Chain Enhancement (MDGF – 2053).	• *Questionnaire: Shumet Chaine (correspondent).* • Factsheet: Edible Oil Value Chain Enhancement (MDGF – 2053). • Signed Joint project: Edible Oil Value Chain Enhancement (MDGF – 2053).
HON/09/50/UND101787	**Honduras**	Human Development for Youth: Overcoming the Challenge of Migration through Employment. Cultural creativity and Identity for Local Development.	• *Questionnaire : Dunia Flores (correspondent).* • FILE: MDGF factsheet, Report of the Programme. • *FILE: MDGF factsheet.* • *Report of the Programme.*
INS/06/50/NET	**Indonesia**	Employment-Intensive growth for Indonesia: Job Opportunities for Youth (JOY).	• *Questionnaire: Matthieu Cognac (correspondent).* • Final Report Job Opportunities for Young Women & Men (JOY) in Indonesia. • Impact Assessment, Local Economic Development Component of the Job Opportunities for Young Women and Men (JOY) Project. • Final Evaluation (April 2010), Job Opportunities for Young Women & Men (JOY) in Indonesia by ILO Jakarta.
MOZ/08/56/UND101589	**Mozambique**	Strengthening cultural and creative industries policies in Mozambique (MDGF – 1771).	• Factsheet: Strengthening cultural and creative industries policies in Mozambique (MDGF – 1771). • Signed Joint Project: Strengthening cultural and creative industries policies in Mozambique (MDGF – 1771).
NEP/06/51M/NET	**Nepal**	Employment Creation and Peace Building based on Local Economic Development.	• *Questionnaire: Shailendra Kumar Jha (correspondent).* • Final Evaluation of Employment Creation and Peace Building based on Local Economic Development in Nepal, by ILO Nepal office.
	Nicaragua	Desarrollo de capacidades nacionales para mejorar las oportunidades de empleo y auto empleo de las personas jóvenes en Nicaragua.	• *FILE: MDGF factsheet.* • *Report of the Programme.*

IRIS Reference number	Country	Name of the project	Documents List
	Peru	Inclusive creative industries: an innovative tool for alleviating poverty in Peru.	• Factsheet. • Signed Joint Project.
SEN/07/01/LUX100886	**Senegal**	ISFP Insertion des sortants de la formation professionnelle.	• *Questionnaire: Cheickh Badiane (correspondent).* • FILE: Rapport Annuel 2008, Programme ISFP.
	South Africa	Report on research in Tourism in KZN with a particular focus identifying Growth Oriented Women Entrepreneurs (GOWEs) and their development needs.	• *Questionnaire: Grania Mackie (correspondent).* • DRAFT Report (not for circulation) on research in tourism in KZN with a particular focus identifying Growth Oriented Women Entrepreneurs (GOWEs) and their development needs (29 July 2010).
	Sri Lanka	Applying a market development lens to an ILO local enterprise development project.	• The Enter-Growth Project Sri Lanka, Applying a market development lens to an ILO local enterprise development project (December 2009).
URT/08/50/OUF	**Tanzania**	*Transition from humanitarian assistance to sustainable development in north-western Tanzania * not sure of the topic name.*	• Value chain analysis report, transition from humanitarian assistance to sustainable development in north-western Tanzania, towards wealth creation and sustainable economic development in Kibondo, Ngara, Karagwe, Kasulu, and Kigoma districts. • Mission Report Analysis, 10-27 July 2010. Prepared by Sam Mishiu.
TIM/10/02/IRL102376	**Timor Leste**	Business Opportunities and Support Services.	• *Questionnaire: Roberto Pes (correspondent).* • Business Opportunities and Support Services (BOSS), Timor-Leste, ILO Country Office for Indonesia and Timor-Leste (CO-Jakarta).
TUR/10/50/UND102150	**Turkey**	Harnessing Sustainable Linkages for SMEs in Turkey's Textile Sector (MDGF - 2067).	• *Questionnaire: Ozge Berber Agtas (correspondent).* • Factsheet: Harnessing Sustainable Linkages for SMEs in Turkey's Textile Sector (MDGF - 2067). • Signed Joint Project: Harnessing Sustainable Linkages for SMEs in Turkey's Textile Sector (MDGF - 2067).

Annex 4: **List of reference documents** *(Continued)*

IRIS Reference number	Country	Name of the project	Documents List
VIE/09/53/UND102100	**Viet Nam**	Green Production and Trade to increase Income and Employment Opportunities for the Rural Poor (MDGF - 2065).	• *Questionnaire: Ngo Thi Hoai (correspondent).* • Factsheet: Green Production and Trade to increase Income and Employment Opportunities for the Rural Poor (MDGF - 2065). • Signed Joint Project: Green Production and Trade to increase Income and Employment Opportunities for the Rural Poor (MDGF - 2065). • Green Production and Trade to Increase Income and Employment Opportunities for the Rural Poor Value Chain Study for Rattan & Bamboo in Phu Tho, Hoa Binh (September 2010), Thanh Hoa and Nghe An provinces, A project financed by the MDG Achievement Fund. • Green Production and Trade to Increase Income and Employment Opportunities for the Rural Poor, Value Chain Study for Sericulture in Four Provinces of Vietnam: Phu Tho, Hoa Binh, Thanh Hoa and Nghe An (September 2010), A project financed by the MDG Achievement Fund. • Green Production and Trade to Increase Income and Employment Opportunities for the Rural Poor, Value Chain Study for Handmade Paper in Hoa Binh Province of Vietnam (September 2010), A project financed by the MDG Achievement Fund.
VIE/09/02/OUF101937	**Viet Nam**	Youth Employment through Local Economic Development in Quang Nam Province.	• Participatory Value Chain Assessment For Bamboo, Rattan, Home Accessories and Furniture Sector, Youth Employment through Local Economic Development in Quang Nam (2010), submitted to International Labor Organization by Prosperity Initiative Analytics and the Centre for Agricultural Policy. • Youth Employment through Local Economic Development in Quang Nam Province, Rie Vejs Kjeldgaar • Mission Report, Hanoi and Tm Ky, Vietnam from the 12th to the 16th of April 2010, Merten Sievers.
VIE/10/01/LUX102247	**Viet Nam**	Strengthening of in-land tourism in Quang Nam Province	• Appraisal report: Strengthening of in-land tourism in Quang Nam, Vietnam (2010), Rie Vejs Kjeldgaard, ILO. • FILE (minute sheet, Appraisal report).
ZAM/0/01/FIN101008	**Zambia**	Broad Based Wealth and Job Creation in Zambia: Economic empowerment through MSME development.	• *Questionniare: Jealous Chirove (correspondent).* • FILE: Programme Document.
ZIM/10/01/DAN	**Zimbabwe**	Africa Commission: Skills for Youth Employment and Rural Development in Western and Southern Africa: Zimbabwe.	• FILE (minute sheet) • Skills for Youth Employment and Rural Development Value Chain Study for Zimbabwe (Terms of reference) • Value Chain Studies Desk Study, Draft Report, Submitted to the International Labour Organisation, By ECIAfrica Consulting (Pty) Lt, September 2010.

Annex 5: **ILO ITC VCD related courses**

Enterprise Development through Value Chains and Business Service Markets: A Market Development approach to Pro-Poor Growth (Blended Course). Developed by Mary MC Vay and ILO

- Edition 1 March-November 2008 (Face to face September in Thailand)
- Edition 2 March-November 2009 (Face to face September in South Africa)
- Edition 3 March-November 2010 (Face to face September in South Africa)
- Edition 4 March-November 2011 (Face to Face June in Turin)

Tutors: Linda Jones (MEDA) Alexandra Miehlbrand, Margot Lobezzo (360 responsibility), Shawn Cunnigham (Mesopartner) Ben Fowler (MEDA), Bart

Summer Academy on Sustainable Enterprise Development

- Edition 1: 15-26 September 2008, ITC ILO Turin Italy. Workshops offered: Value Chain Programme implementation, VCD Analysis, VCD and BDS
- Edition 2: 22 June to 3 July 2009 ITC ILO Turin Italy. Workshops offered: A systemic approach to Value Chain Development, Pro poor Value Chain Programme implementation, VCD, BDS and Media
- Edition 3: 21 June to 2 July 2010 ITC ILO Turin Italy. Workshops offered: Linking value chains, and financial services; Private Sector Development (PSD): integrated and inclusive approaches

Tailor Made Courses

Market driven Business Development Services (BDS) and Value Chain Development

- 9-13 November 2009 - Abuja Nigeria

In partnership with the Word Bank

Training course for UN Staff on Value Chain Upgrading Methodology under the UN Joint Programme on Value Chains in Uganda

- 9-13 August 2010 – Kampala

In partnership with UNDP Uganda

Inclusive Market Development : Focus on Value Chain interventions

- 1-5 November 2010 ITC ILO

Organized by request of UNDP HQ Private Sector Development Bureau for UNDP officials from 33 countries

Facility for Inclusive Markets – FIM_ UNDP Nigeria

- 10-15 January 2011, Abuja Nigeria

Targeted to government practitioners involved in UNDP's Inclusive Market Development project.

Annex 6: **List of contacted ILO staff and consultants**

1. Alcocer, Marcela, ILO Bolivia
2. Alkhaldi, Kholoud, Senior Enterprise Specialist, ILO Cairo
3. Arai, Yukiko, EMP/MULTI, Geneva
4. Badiane, Cheickh, Senior Enterprise Specialist, ILO Dakar
5. Berber Agtas, Ozge, Senior Programme Assistant, ILO Ankara
6. Bikhazi, Rania, Small and Medium Enterprise, ILO Beirut
7. Bodwell, Charles, Enterprise Specialist, ILO Bangkok
8. Chirove, Jealous, Senior Tecnial Adivisor, ILO Lusaka
9. Cognac, Matthieu, Youth Employment Specialist, ILO Bangkok
10. Deleen, Linda, Senior Enterprise Specialist, ILO Santiago
11. Dierckxsens, Mauricio, Especialista en empleo, ILO San Jose
12. Esim, Simel, Gender Specialist, ILO Beirut
13. Facal, Natalia, ILO ITC, Turin
14. Flores, Dunia, Asistente de Programación en Honduras, ILO San José
15. Flores, Reinero, Project Manager, Bondoc LED, ILO Manila
16. Gaia Segola. Project Expert, ILO Mozambique
17. Gemunu Wijesena, ILO consultant, Sri Lanka
18. Heng, Seltik, National Project Coordinator, ILO Cambodia
19. Hoai, Ngo Thi, Programme Officer, ILO Hanoi
20. Ikelberg, Jenny, ILO International Expert, ILO Hanoi
21. Jha, Shailendra, National Programme Manager, ILO Kathmandu
22. Kagohashi, Hideki, Senior Enterprise Specialist, ILO New Delhi
23. Mackie, Grania, CTA - WEDGE-SA Project, ILO Pretoria
24. Magnat, Julien, Socio-Economic Recovery Specialist, ILO Beirut
25. Muzira, Tapera, YES-JUMP NPC, ILO Harare
26. Pes, Roberto, International Expert, STAGE Project, ILO Timor-Leste

27. Reerink, Annemarie, WEDGE Project CTA, ILO Bangkok
28. Terellen, Michiel, Technical Advisor, ILO Cambodia
29. Van Doorn, Judith, Microfinance Expert, ILO Addis Ababa
30. Verdera, Francisco, Employment Specialist ILO Lima
31. Verhoeve, Walter, Youth Employment project CTA, ILO Moscow
32. Yu, Sandra, Local Strategies for Decent Work Specialist, ILO Bangkok
33. Zúñiga, Nidia, Oficinal de Recursos Humanos, ILO San Jose

Annex 7: **Questionnaire**

Name of Project:
Name of Project Responsible: (number of UN Staff, separate women and men)
Location of project: (if several countries please specify)
Duration of project: (month/year – month/year)
Project budget: (overall and ILO portion if shared, please indicate VCD related amount if possible)

Sector

1. Which sector is being promoted?

   ☐ Agriculture

   ☐ Industry

   ☐ Services

2. Please specify the sub-sector and products your project is promoting. Ex. Tea sector.

3. What are the major intervention areas?

Scale

4. How many enterprises are expected to be beneficiaries of the project? (or indicate number of jobs to be created)

5. What is the geographical outreach of your project?

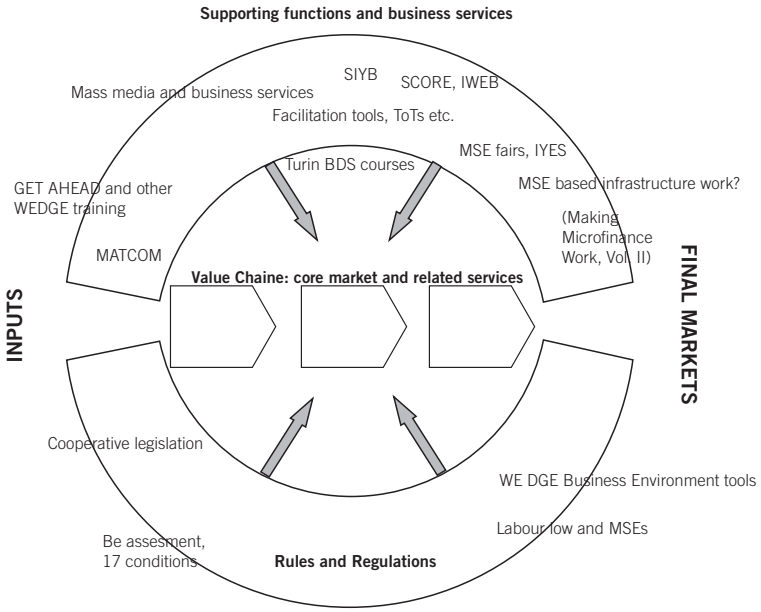
☐ Municipalities, please specify:

☐ Regions/Provinces please specify:

☐ Nationwide

Implementation

6. The following figure shows the value chain process from the input supply to the final outcome. Could you indicate the tools and interventions that will be used in the project?



7. What phase of implementation is currently achieved?

- ☐ Project preparation/design (funded/not funded)
- ☐ Inception phase
- ☐ Project start-up: VC analysis and research
- ☐ Implementation
- ☐ Closing
- ☐ Evaluation

Impact

8. What is the expected employment impact?

9. How much funds have been spent so far in the mentioned project? (% or actual number)

Partnerships

10. What are the main counterparts in the area of Value Chain development? What local capacity is being build for VCD facilitation?

11. How are local partners being supported by the project?

12. Are there other UN organizations apart from the ILO that are involved? If yes, which ones?

13. How are the roles divided in the project between agencies?

14. How would you rate the collaboration process between agencies?

- ☐ Excellent
- ☐ Good
- ☐ Fair
- ☐ Poor
- ☐ Bad

15. In your perspective, what have been the major challenges in working in partnership with another organization?

16. What further research or tools development is needed to make your interventions more effective?

17. Please add any comments you might have on ILOs VCD work