

### Outcome 3: Sustainable enterprises create productive and decent jobs

Table 1: Summary of results by indicator and by typology

Indicators	Target	Results					
		Total No.	Policies and strategies	Programmes	Regulatory/ Legal framework	Capacity development	
						<i>Institutional capacity</i>	<i>Data collection and analysis</i>
3.1. Number of member States that, with ILO support, reform their policy or regulatory frameworks to improve the enabling environment for sustainable enterprises.	9 member States, of which 5 in Africa, 1 in the Americas, 2 in Arab States, 1 in Asia	5 member States (some countries results are reported under 9.3 <sup>1</sup> ) of which 2 in Africa, 2 in the Americas, 1 in Arab States	Cameroon	Barbados	Kenya Bolivia Iraq		
3.2. Number of member States that, with ILO support, implement entrepreneurship development policies and programmes for the creation of productive employment and decent work.	14 member States, of which 5 in Africa, 3 in the Americas, 2 in Arab States, 3 in Asia, 1 in Europe	32 member States, of which 14 in Africa, 9 in the Americas, 3 in Arab States, 6 in Asia	Ghana , Mauritius, Senegal, Somalia , United Republic of Tanzania, Uganda, Zambia  Brazil, Costa Rica, Guyana , Dominican Republic, Peru,  China, Mongolia , Philippines, Viet Nam	Algeria, Egypt, Kenya, Mozambique, Rwanda, South Africa, South Sudan  Jordan, Occupied Palestinian Territory, Yemen,  Bolivia , Colombia, Haiti, Mexico, Peru,  India, Viet Nam, Timor-Leste			
3.3. Number of member States that, with ILO support, implement programmes to foster the adoption of responsible and sustainable enterprise-level practices.	2 member States, of which 1 in Africa and 1 in the Americas	5 member States, of which 2 in Africa, 3 in the Americas		Ghana, South Africa,  Colombia , Mexico, Uruguay			

<sup>1</sup> Additional work on the Enabling Environment for Sustainable Enterprises (ESEE) has been undertaken in Botswana, Cambodia, Honduras, Malawi, Moldova, Montenegro, and Zambia in cooperation with the Bureau of the Employers and its achievements are reported under 9.3

3.4. Number of member States that, with ILO support, adopt policies that integrate the principles of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration).	5 member States, of which in each region	1 member State	Chile				
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Table 2: ILO results chain: Country examples

Country	ILO contribution (outputs delivered by the Office)	Results (action taken by the country)	Gender specific
Viet Nam	<ul style="list-style-type: none"> <li>Integration of the "Start and Improve Your Business" (SIYB) tool in the government's "Million Farmers" programme, supported through implementation planning, materials adaptation, training of Master Trainers and M&amp;E system development.</li> <li>Support provided for nationwide roll-out of the ILO entrepreneurship education programme "Know About Business" in lower secondary education to be completed by 2015 including material adaptation as well as training and certification of 20 National Key Facilitators that will train teachers</li> <li>Technical and financial support to the Viet Nam Chamber of Industry and Commerce (VCCI) helping sectoral associations in the furniture sector to adopt and use the ILO's training and in factory counselling programme on how to improve productivity and working conditions in SMEs (SCORE).</li> </ul>	<ul style="list-style-type: none"> <li>In 2013, the General Department of Vocational Training (GDVT) of the Ministry of Labour, Invalids and Social Affairs officially adopted SIYB for use in its "Million Farmers" rural skills development programme; the training packages were adapted to the small farmer/rural worker context and translated into Vietnamese; an initial pool of 79 Trainers from GDVT institutions in 4 provinces were trained by 16 SIYB Master Trainers, who in turn are expected to train up to 1 million farmers per year across the country.</li> <li>The Ministry of Education and Training (MOET) decided in 2013 to roll-out KAB nationwide in lower secondary schools from 2015. There are 11'000 lower secondary schools that will offer the 120 hours voluntary course to potentially 20 million students.</li> <li>VCCI and sectoral industry associations have adopted the SCORE training programme. 26 SMEs representing ca. 6,800 workers have participated in trainings during this biennium. Up to 90% of SMEs report adoption of improved workplace practices such as better work organization, employee suggestion schemes, and daily worker-manager meetings. 47% report cost savings due to SCORE training after having taken the training in this biennium.</li> </ul>	<p>70% of all trainers trained are female</p> <p>7% of the SMEs are women-owned, 36% of the workers are women</p>
South Africa, Free State	<ul style="list-style-type: none"> <li>Assistance provided to roll out adapted entrepreneurship education programme including training of 70 teachers</li> <li>Entrepreneurship and small and medium enterprise (SME) research</li> </ul>	<ul style="list-style-type: none"> <li>Launch of entrepreneurship education programme (called startUP&amp;go) in 60 schools for 5'800 learners (2013)</li> <li>South African SME Observatory was established in 2013 as a public private partnership to produce evidence based recommendations for</li> </ul>	More than 50% female learners

	<p>for evidence based advocacy resulted in 14 ILO publications that were validated and discussed with national stakeholders, e.g. value chain analysis on specific sectors, youth entrepreneurship, Red Tape, SME support programmes</p> <ul style="list-style-type: none"> <li>• 25 local providers of business support services were competitively selected and strengthened to deliver demand driven and sector specific Business Development Services (BDS); in addition business plan competition was conducted</li> </ul>	<p>policy makers. ILO TC funds leveraged additional funding from National Treasury, Department for Economic Development and the University of the Free State (250,000 USD).</p> <ul style="list-style-type: none"> <li>• Providers served so far approx. 1000 SMEs in the biennium (results in terms of better business practices adopted, enterprise performance improved, or additional jobs created only available in 2014 based on follow up surveys). ILO TC funds leveraged additional funding from the private sector (550,000 USD in cash and in kind contributions).</li> </ul>	<p>37% of business plan competition winners are female, other disaggregated baseline data not yet available</p>
Chile	<ul style="list-style-type: none"> <li>• Organization of two national seminars with 200 participants to sensitize social partners on the areas of the MNE Declaration; development of a training course on corporate social responsibility run once a year for 20 managers of MNEs and national enterprises</li> <li>• Technical assistance and facilitation of an agreement between an MNE (Grupo Norte) and two trade union confederations</li> <li>• Participation in a national seminar organized by the Foreign Affairs Ministry (Directorate for Foreign Economic Relations) on international CSR instruments</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of several business networks committed to the advancement of different decent work areas (business network against child labour; business network for the inclusion of people with disabilities, etc.) as a result of greater awareness and knowledge on CSR and the MNE Declaration</li> <li>• Agreement signed between Grupo Norte and two trade unions (CCOO and CUT). The agreement recognizes the fundamental principles and rights at work and establishes several training programmes and CSR schemes for issues such as health insurance benefits for employees.</li> <li>• Establishment of a National Council on Social Responsibility in March 2013 with the objective of promoting the use of the main five international CSR instruments (ILO MNE Declaration, OECD MNE Guidelines, Global Compact, the Business and Human Rights framework, and ISO 26000).</li> </ul>	

Lessons learned: (200 words)

Outcome 3 is very relevant to member countries as an effective and tangible way in which the ILO can contribute to employment creation, including in new areas of demand such as green jobs. As a consequence, Outcome 3 continues to be constantly oversubscribed (see table 1 of this section). Outcome 3 has also proven to be one of the most important TC priorities (current portfolio approx. 115 Mio USD) which is crucial to support constituents in achieving country objectives.

In order to sustain this high demand the office will have to

- further scale up interventions by moving away from small and fragmented project interventions to designing larger, more integrated packages. Recent project interventions designed by the Office combine several products for the promotion of sustainable enterprises reinforcing each other, pool the resources of several donors, and go for longer duration.
- continuously improve monitoring and impact assessment, showing to policy makers and tax payers what works in sustainable enterprise development. This is also a frequent request of external project evaluations carried out during this biennium.
- maintain and further increase the good levels of extra budgetary resource mobilization also accessing new donors like large foundations, emerging country governments or corporations.

Table 3: Summary of most significant outputs by typology	
Knowledge generation and dissemination	<ul style="list-style-type: none"> <li>• Publication of tracer study on the ILO's global entrepreneurship training program in 2012 (Start and Improve Your Business – SIYB) documents outreach to 1.1 Mio participants and creation of 675,000 jobs per biennium.</li> <li>• ILO/UNEP report "Working towards Sustainable Development: Opportunities for Decent work and Social Inclusion in a Green Economy" released prior to Rio+20 (2012) jointly with IOE and ITUC which shows that a green economy can create more and better jobs, lift people out of poverty, and promote social inclusion</li> <li>• Green Jobs studies in 6 countries showing current and potential employment impact of green economy policies, reviewed and disseminated in 2 Expert Meetings (2013)</li> <li>• ILO/German Agency for International Cooperation (GIZ) publication collecting the recent empirical evidence on the job creation effects of SMEs in developing countries. The key finding is that small is still beautiful because this enterprise segment creates most of the new jobs</li> <li>• Report on an enabling environment for sustainable enterprises in Latin America with substantial contributions from ENTERPRISES Department</li> <li>• Creation of a thematic webpage on sustainable enterprises on the ILO site</li> <li>• The "Collective Brain" (<a href="http://www.sseacb.net">www.sseacb.net</a>) was released in 2013 as a new virtual interaction space to complement the ILO Academy on Social and Solidarity Economy. It aims at enabling current and former participants of the Academies as well as other SSE key persons from different countries, to engage, cooperate, exchange, and deepen their knowledge. It is a virtual interaction platform available in several languages, which aims at reproducing and reinforcing the dynamics of the academy throughout the year.</li> <li>• To complement the Academy on Social and Solidarity Economy, a face-to-face learning platform has been set up in 2013. The purpose of this e-learning platform is to engage the participants through innovative learning and knowledge sharing tools. It consists of self-learning modules, accompanied by Webinars, an online</li> </ul>

	<p>assessment on training needs and videos with qualified witnesses.</p> <ul style="list-style-type: none"> <li>● ILO Global Enterprise Team Blog on intervention models and results measurement in order to further improve the quality of technical cooperation project proposals</li> <li>● For the first time the office launched experiments rigorously testing the impact of ILO enterprise interventions based on a control group approach. The 4 experiments initiated cover entrepreneurship education in schools and entrepreneurship training for out of school youth and adults including a programme on women's entrepreneurship development (results only available in the next biennium)</li> <li>● ILO Helpdesk for Business provides access to ILO tools and resources from across the Office that can assist company managers in aligning policies and practices with principles of the MNE Declaration and sustainable enterprise development. The assistance service has answered enterprise-related requests from over 300 users from different geographical regions this biennium and the trilingual website (<a href="http://www.ilo.org/business">www.ilo.org/business</a>). During the period 1 October 2010 – 1 August 2013 the ILO Helpdesk for Business website received a total of 92,960 visitors, an overall average of 2,734 visitors/month (up from 1,504 in 2011; 3,464 in 2012 and reaching 4,457 in 2013).</li> </ul>
Policy advice and technical services	<ul style="list-style-type: none"> <li>● Assessments of the enabling environment for sustainable enterprises (EASE) have been initiated in 15 countries. Priority areas for improvements through new or revised policies, laws or regulations have been identified for each country. In cooperation with Bureau Employers' Activities, position papers have been developed for some of the countries as the basis for advocacy by the respective employers' organizations. This also strengthens the capacities of the organizations (see reporting under Outcome 9).</li> <li>● Assessments of the environment for the promotion of women entrepreneurs in 8 countries. Findings are discussed, validated and acted upon with representatives from ministries of labour, employers' and workers' organizations and women entrepreneur's associations.</li> <li>● In the context of the project Green Jobs in Asia, employment creation models in selected green sectors (sustainable tourism, renewable energy, sustainable social housing construction, municipal solid waste management) were developed and incorporated in sector, local, and national initiatives in Indonesia, Bangladesh, Philippines and Sri Lanka.</li> <li>● Ministerial consultation in Sri Lanka in 2013 on the draft of the National Cooperatives Policy for Sri Lanka. Adoption of the draft policy by Cabinet expected before end 2013.</li> <li>● In Egypt, a cooperative roadmap was developed and discussed at national level with farmers, trade unionists, cooperative leaders, academics, journalists and policy makers. This initiative enabled a discussion on cooperative law among all stakeholders and alerted them of the importance of cooperatives in the current economic context. In Tajikistan, technical support provided by the ILO at the request of Union of Employers led to the process of formulation of the draft Law on Cooperatives which has been approved by the President's Office and the Madjlisi Namoyandagon, the lower chamber of the Parliament on 20th of February 2013. ILO's assistance included sharing the experience of the Kyrgyz cooperative movement with cooperative stakeholders in Tajikistan and awareness raising among Tajik officials on legal issues related to cooperative development.</li> </ul>
Capacity building	<ul style="list-style-type: none"> <li>● The ILO continues to be one of the largest providers of entrepreneurship training (SIYB) reaching out to more than 1 Mio participants in 2012/13. The product has also been customized to specific target groups like youth</li> </ul>

entrepreneurs in East Africa (more than 100,000 participants expected for current biennium) or farmers and rural workers in Vietnam (600,000 in 2013).

- 9 new member countries have introduced entrepreneurship education (Know about Your Business – KAB) in secondary or tertiary schools accompanied by trainings of teachers. In total 56 countries are using KAB and 860,000 students have taken the course during this biennium.
- The ILO is an important implementing agency for women's entrepreneurship development, with nine technical cooperation projects over this biennium (covering 14 countries). The largest project covered Southern Africa certifying over 300 local service providers which served more than 6000 women and men (80% women) contributing to the creation of 1000 new jobs.
- During this biennium the Sustaining Competitive and Responsible Enterprises Programme (SCORE) reached out to 300 SMEs in 7 emerging countries (total No of employees: 60,000) in order to support them on improving productivity and working conditions through better workplace cooperation. In 2013, the Office managed to secure external funding topped up by own internal resources to massively scale up SCORE in the next five years quadrupling the number of participating enterprises.
- There continues to be a close cooperation with ITC/ILO on training policy makers and practitioners on topics related to enterprise development. The topic with the highest demand in 2012/13 has been value chain development; more than 700 people from over 60 countries were trained in value chain analysis and development. The Summer Academy on Sustainable Enterprise Development, a two-week training programme, was held twice in the biennium with 140 participants. In addition, the Academy was replicated for the first time on a regional basis in Latin America in 2013 with 54 participants. Finally, the third edition of the ILO Academy on Social and Solidarity Economy took place in 2013 in Morocco with 86 participants.
- Eight webinars were conducted jointly with the Global Compact Office and ILO technical experts to introduce ILO tools and resources as part of for sustainable enterprise development for companies committing to the UN Global Compact Principles, attended by company managers from 120 different companies across different regions.
- Business schools modules "Introducing sustainability into the supply chain" and "The Labour Dimension of CSR" piloted in various business schools in Africa (Ghana), Asia (China) and Europe (Switzerland, Italy), including training of trainers and direct teaching of MBA students.
- The Managing Your Agricultural Cooperative package "My.COOP" was translated and made available in 8 languages and implemented in 9 countries from 3 regions. Two online ToT courses were offered through the My.COOP online platform (in English, French and Spanish), and the platform also works as an active forum for discussion with over 700 registered users.
- Joint training programmes organized in 2012 and 2013 by the ILO and the Japanese cooperative movement (through the Japanese Consumers' Co-operative Union) to expose selected African cooperative leaders from Kenya, South Africa and Tanzania to get exposed to and learn about good practices of the Japanese cooperative enterprises through lectures and study visits to cooperative enterprises in Japan.
- Validation of one-week training course "Greening Economies, Enterprises and Jobs", a joint initiative of ITC-ILO, ACTEMP and Green Jobs to strengthen the capacity of Employers' Organisations in the promotion of environmentally sustainable enterprises
- Green Business Ideas manual produced and applied in Kenya, Uganda and Tanzania as part of youth entrepreneurship training, accompanied by a promotional video
- The Greener Business Asia project applied training packages for the hotel and the automotive sector in

	<p>Thailand and The Philippines, who as a result improved resource efficiency, environmental performance, workplace conditions, and overall competitiveness through better worker-employer cooperation.</p> <ul style="list-style-type: none"> <li>● Development and delivery of 'Green Enterprises' and 'Green Entrepreneurship' learning modules, which have become a core building block of the Green Jobs training offer implemented by ITC in 2012 and 2013.</li> <li>● Green Enterprises and Green Entrepreneurship learning modules included in 2 inter-regional courses in Turin, 2 regional trainings (English- and French speaking Africa), 5 national workshops (Mexico, Trinidad and Tobago, Grenada, Kenya, Turkey) and 2 sub-regional courses MENA countries.</li> <li>● The Local Empowerment through Economic Development (LEED) Project focussed on securing livelihoods of the poor in conflict-affected communities in the Northern Province of Sri Lanka, esp. those with female-headed households, people with disabilities and unemployed youth. The initiative has so far worked with a dozen of primary and secondary cooperatives in paddy, fisheries, fruit and vegetable sectors serving approx. 47500 men and women. The main interventions were on technical support to restart the core businesses of the cooperatives, diversification of business activities, and enhancement of member services.</li> </ul>
<p>Policy dialogue and advocacy</p>	<p>At the global level, ILO participation in CSR roundtables coordinated with UNCTAD and OECD; Global Compact events, OECD Global Forum on Responsible Business, UN Business and Human Rights. ILO participation in regional (European Union annual CSR review meeting, ILO regional meetings in Africa and Asia) and country-level meetings and dialogues.</p> <p>ILO support to the United National Conference on Sustainable Development (Rio+20) has contributed to the emphasis in the outcome document on the pivotal role of decent work, full and productive employment for sustainable development. The outcome also stresses the critical importance of SMEs and cooperatives as well as of social protection floors and a just transition for the workforce. In the context of national follow-up action, ILO advice is responding to growing interest in greening enterprises and green jobs.</p> <p>As a concrete follow-up to the Conference "Potential and Limits of Social and Solidarity Economy" held in May 2013, an Inter-Agency Task Force on Social and Solidarity Economy has been established in September 2013. In addition to the convenors of the founding meeting (ILO, UNRISD and UN-NGLS), representatives from 14 United Nations entities and specialized agencies, UNDP, UN-DESA, FAO, OHCHR, UNCTAD, UNEP, UNESCO, UN Women, UNITAR, WHO and World Bank have participated in the first two meetings. The objective of this Task Force is to assist countries, mobilize political will and momentum towards mainstreaming the issue of Social and Solidarity Economy in international and national policy frameworks. Besides, as the United Nations progresses toward a post-2015 development agenda, the Task Force will play an important role in providing inputs to the UN system regarding the development potential and policy implications of Social and Solidarity Economy.</p>