International Labour Organization

Compendium of promising practices for the promotion of jobs and skills for a green economy

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Contents

Abbreviations and acronyms

BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (German Federal Ministry for Economic Cooperation and Development)
CO2	carbon dioxide
DSPP	Dual System Pilot Project (South Africa)
EU	European Union
FCDO	Foreign, Commonwealth and Development Office (United Kingdom)
GIZ	Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation)
GJAM-CI	Green Jobs Assessment Model for Côte d'Ivoire
GMG Facility	Green Mini-Grid Facility Kenya
MSMEs	micro-, small- and medium-sized enterprises
NDC	Nationally Determined Contribution
OSH	occupational safety and health
PAGE	Partnership for Action on Green Economy
PUE	productive use of energy
SDG	Sustainable Development Goal
SMEs	small- and medium-sized enterprises
TVET	technical and vocational education and training

Key definitions

Decent work: The ILO defines decent work as the opportunity for women and men to obtain decent and productive work in conditions of freedom, equity, security and human dignity. This includes a fair income, security in the workplace, social protection, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives, and equality of opportunity and treatment for all women and men.[1]

Green economy: According to the UN Environment Programme, a green economy is one that is low carbon, resource efficient and socially inclusive.[2] A green transition generally refers to a shift to a green economy.

Green jobs: Decent jobs that contribute to preserving or restoring the environment. For the ILO, green jobs meet three criteria:

- these jobs are involved in the production of environmental goods and services (environmental sector) or in environmental processes (greening traditional industries/sectors and making more efficient use of natural resources);
- these activities occur above a defined threshold of effort/time; and
- these jobs meet decent work criteria.[3]

Just transition: As per the resolution adopted during the 111th Session of the International Labour Conference (2023), "a just transition promotes environmentally sustainable economies in a way that is inclusive, by creating decent work opportunities, reducing inequality and by leaving no one behind",[4] based on effective social dialogue and with respect for human rights and fundamental principes and rights at work.

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1 ILO, "Decent Work".

2 UNEP, "Green Economy".

3 ILO, *Handbook on Measuring Green Jobs and Skills for Green Jobs: Monitoring, Evaluation and Learning*, 2025.

4 ILO, Resolution concerning a just transition towards environmentally sustainable economies and societies for all, ILC.111/Resolution V, 2023.

Introduction

Climate and environmental change caused by intensifying human production and consumption patterns are having far-reaching effects on economies, on labour market dynamics and on people's welfare, in addition to their impacts on critical ecosystems. The physical impacts of ecological degradation and climate change affect many sectors and are eroding the ability of communities and workers to sustain decent livelihoods, particularly in developing countries. Over 1.2 billion jobs are reliant directly on the effective management and sustainability of a healthy environment.[5]

Policy initiatives such as the Paris Agreement (2015) under the United Nations Framework Convention on Climate Change (UNFCCC), the 2030 Agenda for Sustainable Development and the Kunming-Montreal Global Biodiversity Framework (2022) have put forward global and national responses to these challenges. At the country level, climate and other environmental commitments are translating into policies and measures to encourage low-carbon, sustainable production and consumption, as well as supporting community resilience. Public and private sector investments are striving to adapt to shifts in policy environments and in market demand. The shift towards greener economies affects all sectors and requires not only new technologies and production processes, but also effective labour markets and measures to implement change, such as systems and institutions for employment promotion, enterprise development, skills development, and social protection.

The concept of just transition considers both the opportunities that can be delivered via the shift to more sustainable societies and economies as well as the challenges involved in ensuring decent work opportunities and that no one is left behind. As part of their commitment to advancing a just transition, the Group of Seven (G7) leaders in 2022 pledged to shape the transition to net-zero, nature-positive economies and societies in a way that promotes **decent work for all, social inclusion, poverty eradication, and ensures that no one is left behind.** At that time, G7 leaders committed to increasing, by 2025, the share of their countries' official development assistance dedicated to **employment and skills promotion programmes in green sectors and the greening of traditional sectors**, aligning with the strategies of emerging and developing partner countries and subject to G7 budgetary processes.

In support of these commitments, G7 development ministers requested the ILO to track progress on this pledge.[6] As part of its response, the ILO has documented a range of practices implemented through the support of G7 countries and the European Union (EU) that have proved successful in promoting green jobs and skills for green jobs. The collection is presented in this *Compendium of Promising Practices for the Promotion of Green Jobs and Skills for a Green Economy*.

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5 ILO, *World Employment and Social Outlook 2018: Greening with Jobs*, 2018.

6 About the initiative: G7 Green: Support to improve the effectiveness of development assistance in green jobs and skills

The compendium aims to inform the programming by G7 and other donors engaged in technical and financial cooperation programmes with partner countries in the context of climate action and addressing environmental and biodiversity challenges. It provides practical examples of interventions that:

1. **demonstrate proof of impact in promoting green jobs and/or skills for green jobs;**
2. **meet quality criteria; and**
3. **support a just transition.**

Each case demonstrates at least one element that enhances the programme's quality, such as a strong evidence-base, innovation, generating sustainable outcomes, promoting policy coherence, relevance, and scalability. Each case also highlights contributions to at least one inclusive approach, be it:

- gender responsiveness;
- inclusion of hard-to-reach and/or most vulnerable groups;
- participation and representation; or
- social protection.

By offering case studies on how green jobs and skills for green jobs have been successfully promoted by the G7, it is hoped that the *Compendium of Promising Practices* also supports learning and sharing for practitioners working with governments, social partners, the private sector, educational and training institutions, employment services, non-governmental organization and civil society.

Theme	Country		Practice Name
Theme 1: Policy coherence for a job-rich economy	Argentina		Policy development for Greener and more inclusive labour markets
	Cote d'Ivoire		Aligning policy and social dialogue for a just transition
Theme 2: Skills for a greener labour market	Kenya		Promoting demand-driven skills in e-waste management and recycling
	South Africa		A dual training approach to develop skills for a green economy
	Viet Nam		Reforming technical and vocational training for a just transition
	Cote d'Ivoire		Building institutional capacities and a skilled workforce for a clean energy transition
Theme 3: Green businesses and sustainable market development	Bosnia and Herzegovina		Sustainable tourism for green growth along the Via Dinarica trails
	Guatemala		Women and youth powering economic growth through sustainable agriculture
	Honduras		Climate-smart agriculture and inclusive cooperative development
	Kenya		Green Mini-Grid for green jobs and energy access

Theme	Country	Practice Name
	Sub-Saharan Africa, Latin America and the Caribbean 	Innovative financing for green jobs and sustainable development
Theme 4: Recovery and resilience for a green future	Madagascar 	Green works for jobs and community resilience
	Philippines 	From recovery to development through sustainable coconut production
	Iraq 	Building resilience through policy and finance for green jobs and entrepreneurship

1 Policy coherence for a job-rich green economy

A just transition to a green economy requires policies that align environmental sustainability with economic and social prerogatives. Within this policy landscape, employment goals – particularly in relation to green jobs – are integral to climate and environmental strategies, economic and sectoral strategies, and other policy frameworks. Some governments have taken steps to foster job-rich green growth through a range of measures aimed at incentivizing job creation and investments in green sectors and in greening processes and have made space for social dialogue to promote more equitable access to the benefits of sustainable development.

This section explores innovative policy efforts from Argentina and Côte d'Ivoire, whose governments are advancing green employment through national strategies that illustrate how these principles of policy coherence can be put into practice. In Argentina, the National Green Jobs Programme used sectoral assessments and active labour market policies to promote green job creation with considerations for vulnerable groups. In Côte d'Ivoire, the Just Transition Initiative integrated social dialogue into climate policy processes through a dedicated Just Transition Commission to align government strategies related to labour, social protection and the environment. Both cases show how strong institutional coordination, tripartite dialogue and data-driven policies can strengthen labour markets and support a just transition.

Country	Quality Criteria	Inclusive Approach
Argentina 	▶ **Evidence-based** ▶ **Scalability**	**Participation and representation**
Cote d'Ivoire 	▶ **Policy Coherence** ▶ **Evidence-based**	**Inclusion of hard to reach and/or most vulnerable**

Argentina

Policy development for greener and more inclusive labour markets

Key points	
Argentina's **National Green Jobs Programme**, developed with the support of ILO Partnerships for Action on Green Economy (PAGE), combines sector-specific labour impact assessments and active labour market policy reforms to create green jobs with inclusive support for vulnerable groups and systematic monitoring. The establishment of a National Green Jobs Advisory Council ensured that green jobs policies were founded on social dialogue and are well-integrated into the national policy framework.	The use of the National Observatory on Jobs and Enterprise Development to track and report the evolution of green employment across sectors and demographics provided a data-driven approach to informing strategies and measuring progress. The combination of direct financial support for jobseekers and tax incentives for employers in green sectors created a practical, incentivized pathway to accelerate green job growth while ensuring broad participation across industries.
Programme/project	**Sectors**
▶ National Green Jobs Programme	All
Responsible organizations	
ILO PAGE is funded by the: ▶ German Federal Ministry for the Environment and Consumer Protection (BMUV); ▶ European Commission; ▶ Norwegian Ministry of Climate and Environment, ▶ Swedish International Development Cooperation Agency;	▶ Swiss State Secretariat for Economic Affairs (SECO); ▶ Republic of Korea's Ministry of Environment; ▶ Luxembourg's Ministry of the Environment, Climate and Sustainable Development; and ▶ Finnish Ministry for Foreign Affairs
Active dates	
▶ 2019–2024	

Country snapshot

Argentina is increasingly being affected by climate change, with more frequent and intense floods, droughts and heatwaves disrupting economic activity and livelihoods. The country's economy relies heavily on natural resources, with agriculture alone representing 54 per cent of total exports. Climate-related losses are already significant, with annual agricultural damage from water stress estimated at US$2.1 billion and flood-related asset losses at US$1.4 billion.[7]

According to 2022 estimates from the Ministry of Labour, Employment and Social Security, registered green employment in the private sector accounted for 778,900 jobs, with such employment growing at a faster rate than other job types. However, the gender distribution in green employment was sharply skewed, at just 16 per cent women versus 84 per cent men.[8]

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7 World Bank, Country Climate and Development Report: Argentina, November 2022.

8 Argentina, Ministry of Labour, Employment and Social Security, "Sistema de indicadores sobre empleo verde," Excel file, October 2023, accessed May 2025.

As Latin America's third-largest economy, with substantial resources in energy, gas, lithium, agriculture and a diverse industrial sector, Argentina is well positioned to generate green employment. However, challenges persist in ensuring inclusivity in opportunities for green jobs, particularly for vulnerable groups such as informal workers, women, youth and low-skilled labour. Public employment programmes have only partially addressed labour market challenges such as high levels of informality and the precarity of working conditions in many green sectors. Policy is yet to adapt to climate and environmental change, especially in addressing the employment impacts of transformations in the energy sector. In addition, the country's heavy debt ratio makes it harder to implement key policies for industrial development, green innovation and social protection. These challenges risk deepening income inequality and labour market fragmentation, and emphasize the need for comprehensive, inclusive and well-funded approaches to a just transition.

Practice in action

Argentina's approach to promoting green employment involved a multi-step, collaborative process supported by PAGE Argentina. The first step – supported by the Ministry of Labour, Employment and Social Security (MOLES) – was to establish a system for monitoring green employment by tracking key metrics (such as gender, age, education) within the Social Security System. This data was integrated into the National Observatory on Jobs and Enterprise Development, allowing for accurate nationwide monitoring and reporting on green jobs development. This was expanded by training public servants from the Ministry of Labour, Ministry of Environment, Central Bank, and National Statistics Institute, and thereby supporting institutional capacity for green jobs assessments.

Next, labour impact scenarios were created to evaluate employment potential in sectors aligned with Argentina's climate commitments, such as biofuels, electromobility and hydrogen. These scenarios projected a total of 14,286 net new green jobs by 2030[9] and helped define the green sectors and jobs to be prioritized in the new National Green Jobs Plan.

The prioritized sectors – agroforestry, energy (electricity and fuels), transportation, industry, infrastructure, and health – were selected based on their significant carbon and employment footprints. This approach considered both labour intensity and greenhouse gas emissions, based on Argentina's Nationally Determined Contributions (NDCs), to determine where climate action and job creation can progress together.

The Ministry of Labour, Employment and Social Security then evaluated its existing active labour market policies (ALMPs), leading to reforms under Ministerial Resolution No. 82/2023 concerning a Green Jobs Programme. The programme entailed providing direct financial support to jobseekers, offering tax incentives to employers in green sectors, updating public skills and development programmes, and establishing a tripartite National Green Jobs Advisory Council to monitor, evaluate and guide programme implementation. This coordinated effort, along with capacity-building initiatives across relevant institutions, laid the groundwork for sustainable labour-market development focused on inclusivity, especially for vulnerable groups like youth, women and informal workers.

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[9] Carlos A. Romero et al., Contribuciones determinadas a nivel nacional (NDC) y empleo: Análisis de escenarios futuros posibles y su impacto sobre el mercado de trabajo en Argentina (ILO, 2022).

Impact at a glance

As of 2024, the following was achieved:

- Based on the Green Jobs Promotion Strategy and labour impact scenarios, the Ministry of Labour, Employment and Social Security launched the National Green Jobs Programme in February 2023, promoting green job creation and economic activity with low environmental impact and increased natural resource efficiency.
- The tripartite plus National Green Jobs Advisory Council was established, bringing together line ministries, trade unions, chambers of commerce, civil society organizations, technical institutes and social economy representatives.
- A National Hydrogen Strategy, informed by the initiative's labour impact scenarios, underlines the importance of workforce re-skilling and labour reallocation for a successful transition. Argentina's hydrogen economy is expected to generate over 13,000 quality jobs by 2030 and more than 82,000 by 2050,[10] signalling the need for early investment in workforce preparation. The Strategy prioritizes the development of training and certification pathways specific to the hydrogen industry, the definition of new occupational profiles, and the alignment of technical and vocational education and training (TVET) systems with international standards.
- Argentina explicitly included just transition and green jobs in its NDC (2021), with priority sectors included in its mitigation and adaptation plans. The sectors were selected on the basis of the ILO Green Jobs Assessment scenarios.
- Beyond policy measures: Over 700 small- and medium-sized enterprises (SMEs) received online and on-site trainings on energy efficiency and the circular economy, and 49 labour negotiators gained capacity to integrate just transition principles into collective agreements.

Why it worked

✓ Evidence-based

By developing green job indicators from the national to sectoral levels, along with gender-responsive labour scenario modelling, the programme enabled evidence-based decision-making for the NDCs and specific sectors that influence policy. These methodologies were showcased in August 2024 at the ILO–Inter-American Development Bank launch of the Regional Hub for Green Jobs and Assessment (GJAM) in Colombia. The hub is intended to strengthen regional capacities in Latin America and the Caribbean for developing green labour market policies and tailored assessment tools.

✓ Scalability and replication

In the final quarter of 2023, the National Green Employment Programme was extended to subnational levels through capacity-building for local Employment Offices, enabling on-the-ground implementation. Moving forward, the National Green Employment Plan aims to target specific sectors and industries within regional economic clusters, such as oil and gas, renewables, mining and agrifood systems. This will be achieved by developing public–private competency centres tailored to emerging regional economies, fostering green job growth and skills development within these key sectors.

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[10] Argentina, Secretariat for Strategic Affairs, National Strategy for the Development the Hydrogen Economy, 2023.

Inclusive approach

✓ **Participation and representation**

One of the most notable features of the National Green Employment Plan is its collaborative implementation through the National Green Jobs Promotion Advisory Council. Led by the Secretariat of Employment, this council includes a diverse range of stakeholders: tripartite social partners (representing government, workers, and employers), representatives from the social economy, business chambers, technical institutes, academia, agricultural extension services and civil society. This broad involvement ensures that multiple perspectives are integrated into the development and execution of green employment policies.

Resources

- ILO, "PAGE: Hacia una economía verde e inclusiva en Argentina".
- Argentina, Government of Argentina, "Empleo Verde".
- PAGE Argentina, Elaboración de una estrategia de promoción del emploeo verde, April 2022.
- Argentina, Ministry of Labour, Employment and Social Security, Caracterización y evolución del Empleo Verde en Argentina, November 2023.

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Côte d'Ivoire

Aligning policy and social dialogue for a just transition

Key points	
The **Social Dimension of Ecological Transition project**, supported by a France–ILO partnership. worked to put in place inclusive employment policies that were informed and supported by Côte d'Ivoire's Green Jobs Assessment Model and the National Green Jobs Promotions Strategy.	A Directory on Green Jobs and Skills was developed to support TVET institutions in upgrading their training curricula. The project also supported agricultural cooperatives to address energy supply and farm waste issues through a pilot initiative to produce biogas and biochar.

Programme/project	Sectors
▶ Social Dimension of Ecological Transition project	All

Responsible organizations

- ▶ French Ministry of Labour, Social Relations, the Family, Solidarity, and Cities;
- ▶ ILO.

Implementing partners in Côte d'Ivoire

- ▶ Ministry of Employment and Social Protection;
- ▶ Ministry of the Environment, Sustainable Development and Just Transition;
- ▶ Ministry of Planning and Development;
- ▶ Ministry of Economy and Finance;
- ▶ Nangui Abrogoua University;
- ▶ trade unions (FESACI; UNARTCI, UGTCI HUMANISME and CISL-DIGNITE);
- ▶ employers' organizations (CEGCI and FIPME);
- ▶ Union of Cities and Municipalities of Côte d'Ivoire; and
- ▶ Association of Regions and Districts of Côte d'Ivoire.

Active dates

- ▶ 2021–2024

Country snapshot

Côte d'Ivoire is increasingly vulnerable to climate change impacts, including rising temperatures, erratic rainfall and coastal erosion. These environmental challenges threaten key economic sectors, particularly agriculture, which is predominantly rain-fed and employs 48 per cent of the population.[11] Côte d'Ivoire has set ambitious goals to reduce its greenhouse gas emissions by over 30 per cent[12] and increase the share of renewable energy to 42 per cent by 2030[13] through a transition process that is both a socially inclusive and economically viable.

Practice in action

At the 2019 UN Climate Action Summit, Côte d'Ivoire joined 45 countries in pledging to integrate social equity into climate policies. The Social Dimension of the Just Transition project was launched under the 2020–2024 France–ILO partnership to support this process.

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11 ILO, "ILOSTAT Country Profiles", accessed in 2025. Data retrieved for Côte d'Ivoire.

12 UNDP, "Climate Promise: Côte d'Ivoire".

13 IFC, Unlocking Private Investment: A Roadmap to Achieve Côte d'Ivoire's 42 Percent Renewable Energy Target by 2030, 2018.

▶ *Participants in the biochar training organized for leaders of cassava producers' cooperatives in Bouaké and Yamoussoukro, Côte d'Ivoire.*

The project included two components to implement policy and institutional change. The first aimed to enhance research capacities and the development of integrated economic models to inform public policies, while the second supported policy formulation, social dialogue and implementation through pilot initiatives.

Under the first component, the ILO facilitated the development of the Green Jobs Assessment Model for Côte d'Ivoire (GJAM-CI), an economic modelling tool designed to estimate the impact of different policy scenarios on employment. The model assessed both direct and indirect employment effects across key sectors, taking consideration of gender and age dimensions. This tool informed government partners on the expected employment outcomes of policies, to help improve their design and thus better support job creation.

Secondly, the project facilitated the development of a National Green Jobs Promotion Strategy in partnership with the Ministry of Environment, Sustainable Development and Ecological Transition, the Ministry of Employment and Social Protection, and the Ministry of Higher Education, and is supporting its implementation. The Strategy recommended integrating skills for green jobs into national training curricula. At the request of the Ministry of Employment and Social Protection, the project developed a Directory on Green Jobs and Skills with a view to supporting TVET institutions in upgrading their training curricula. The Directory also facilitates the identification of skills gaps in key sectors for the transition, such as waste management and energy, with a view towards adapting training systems for future labour market needs.

Moreover, the project supported agricultural cooperatives through a pilot initiative establishing biogas and biochar[14] production as promising solutions to supply energy for producers at home and in their enterprises and to reduce cassava residue waste. The initiative trained 30 cooperative leaders in the Gbêke and Bélier regions in biogas and biochar production from cassava farm waste.

Impact at a glance

▶ The Integrated Green Jobs Promotion Strategy and the GJAM-CI were launched to guide workforce development and policy decisions.

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[14] "Biochar" is a form charcoal created from biomass that is intended for organic use, as in soil improvement.

- A national Green Jobs and Skills Directory was developed for the Ministry of Employment and Social Protection to map green job opportunities and the required skills.
- A Just Transition Commission was established within the National Social Dialogue Council to foster collaboration between government, employers and workers. A total of 25 trade union representatives are included on the Commission.
- Over 20 capacity-building workshops on climate policy and just transition engaged 700 direct participants and reached an additional 1,500 indirect stakeholders. Participants included government officials, trade unions and civil society representatives.
- Beyond policy measures: Over 30 cooperative leaders, primarily women, were trained in biochar and biogas production using cassava waste.

Why it worked

✓ Policy coherence

The project promoted policy integration by aligning labour market frameworks with climate policies. Collaboration among multiple ministries – including the Ministry of Environment, Sustainable Development, and Just Transition and the Ministry of Employment and Social Protection – ensured that employment strategies supported environmental goals and that there was alignment between the National Development Plan, the National Green Jobs Promotion Strategy, and Côte d'Ivoire's NDC. Additionally, the National Steering Committee provided ongoing oversight, ensuring coherence across sectors.

✓ Evidence-based

The project demonstrated an evidence-based approach through the development and application of GJAM-CI, which projected the employment impacts of different policy scenarios. This tool provided data-driven insights to inform public policies, ensuring that employment strategies were aligned with environmental goals. Additionally, the project conducted studies linking just transition policies with social protection mechanisms, further grounding its initiatives in research. The creation of a national Green Jobs and Skills Directory also reflected an evidence-based strategy by mapping job opportunities and skills.

Inclusive approach

✓ Inclusion of hard to reach and/or most vulnerable

The Integrated Green Jobs Promotion Strategy aimed to make training and job opportunities in the green economy accessible to all. The training of over 30 cooperative leaders – primarily women – in biogas and biochar production was a direct outcome of the strategy, highlighting the project's focus on empowering marginalized communities with sustainable livelihood opportunities.

Resources

- Project webpage: ILO, "The Social Dimension of the Ecological Transition".

Contact

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2 Skills for a greener labour market

Technical and vocational education and training (TVET) institutions play a crucial role in equipping workforces with the skills needed for a just transition. Across diverse contexts, TVET programmes are increasingly adapting to the demands of green economies by integrating renewable energy technologies, energy efficiency measures and sustainable resource management into their curricula. These efforts help bridge the gap between policy commitments and labour market needs by fostering collaborations among educational institutions, industry stakeholders and government agencies.

This section highlights promising practices in TVET-driven skills for green jobs promotion, drawing from case studies in Kenya, South Africa, Viet Nam and Côte d'Ivoire. Each case demonstrates how tailored training programmes, strong industry partnerships, and systemic reforms contribute to workforce readiness in renewable energy, sustainable infrastructure and environmental management – and thereby showcasing innovative pathways that support a just transition.

Country	Quality Criteria	Inclusive Approach
Kenya	▶ Policy Coherence ▶ Relevance	Participation and representation
South Africa 	▶ Scalability ▶ Innovation	Gender-responsiveness
Viet Nam 	▶ Scalability ▶ Sustainability	Gender-responsiveness
Cote d'Ivoire	▶ Relevance ▶ Policy Coherence	Gender-responsiveness

Kenya

Promoting demand-driven skills in e-waste management and recycling

Key points	
The **VET Toolbox project** helped Kenya develop its e-waste management sector by building the capacities of micro-, small- and medium- sized enterprises (MSMEs) in e-waste management and occupational safety and health (OSH) using a "training of trainers" methodology.	The intervention helped MSMEs, especially youth, to secure employment as e-waste technicians in a new and growing sector. By pairing technical training with OSH training, the intervention contributed to safer working conditions, establishing an industry standard for decent work in a new sector.
Programme/project	**Sector**
▶ Vocational Education and Training (VET) Toolbox project	E-waste management
Responsible organizations	
▶ EU; ▶ German Federal Ministry for Economic Cooperation and Development (BMZ);	▶ German Agency for International Cooperation (GIZ). ▶ Kenya's National Industrial Training Authority (NITA).
Active dates	
▶ 2021–2023	

Country snapshot

Kenya generates 51,300 metric tons of e-waste each year, but only 1 per cent is formally collected and recycled.[15] As the use of electronic devices increases and Kenya advances efforts to manage e-waste sustainably, creating an ecological and safe recycling system is crucial for achieving a circular economy. E-waste not only contains valuable materials, but also hazardous substances such as mercury, lead and cadmium. If not properly handled, these toxins can contaminate soil, waterways and the air, posing serious risks to both the environment and communities.

Practice in action

The VET Toolbox is a collaborative initiative that supported TVET systems to boost employability and foster inclusive economic growth. It offered expert support, tools and funding to align training programmes with market demands. The initiative operated with a focus on marginalized groups, engaging the private sector and promoting sustainable development.

In Kenya, the VET Toolbox sought to advance the country's e-waste objectives by equipping workers, particularly youth, with specialized skills in e-waste management and recycling. In doing so, the initiative aimed to not only mitigate environmental and health risks, but also to unlock opportunities for decent employment, driving both economic and environmental sustainability in the sector.

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[15] Kenya, National Environment Management Authority, "Press Release on the Inaugural e-Waste Conference Held", October 2023.

In collaboration with the NITA and key private sector partners, the project co-developed Africa's first e-waste management curriculum. Through a "training of trainers" model, 21 trainers were equipped to deliver targeted skills to youth and e-waste collectors, covering the disassembly of electronic devices, identifying and upcycling reusable components, and safely disposing of hazardous materials. Participants were also trained on occupational safety and health (OSH), environmental protection, and soft skills, laying the groundwork for sustainable investments in the sector.

To further build capacity and SME development, the project supported micro-enterprises to promote self-employment in the e-waste subsector and supplied TVET centres with essential training equipment. A key achievement was supporting the Waste Electrical and Electronic Equipment (WEEE) Centre in opening a new e-waste collection facility and training its staff in advanced waste management technologies.

The project also strengthened public–private dialogue by bolstering the National Steering Committee on E-Waste. This platform brought together public, private and academic stakeholders to advocate for circular economy policies, leading to actionable recommendations submitted to NITA. These efforts collectively contributed to developing an environmentally sound, economically viable and socially inclusive e-waste management system in Kenya.

Impact at a glance

By the end of the intervention, the following had been achieved:

- By building the capacity of five local TVET centres and trainers, the project equipped 406 trainees, including 168 women, with specialized skills and certifications in e-waste collection and processing, enhancing their employability and fostering gender inclusion in a traditionally male-dominated sector.
- A total of 343 individuals secured new or stable employment as e-waste technicians. These professionals are now able to dismantle, refurbish, and resell electronic components, contributing to Kenya's transition toward a circular economy while generating sustainable livelihoods.
- By establishing and strengthening partnerships and public–private dialogue, the project increased awareness and collaboration within the e-waste ecosystem. This included engaging both formal and informal sectors, resulting in improved policy coordination, enhanced sector alignment and an established foundation for a more sustainable and inclusive e-waste management system.

Why it worked

✓ Policy coherence

The project is closely aligned with Kenya's commitment to environmental stewardship, particularly its National E-waste Management Strategy (2019–2024). Recognizing the sector's potential to drive employment and promote environmental sustainability, the project played a key role in advancing a circular economy, supporting the efficient use of resources and minimizing waste.

✓ Relevance

As Kenya transitions to middle- and upper-income status, the use of electronic devices is rapidly increasing, along with the need for innovative and sustainable solutions to manage the growing

volume of e-waste. This project directly addressed this need by training workers to upcycle valuable e-waste components and ensure the safe and proper disposal of hazardous materials. In doing so, the initiative not only mitigated environmental risks but also contributed to the creation of a circular economy, turning a pressing challenge into an opportunity for sustainable growth and job creation.

Inclusive approach

✓ **Participation and representation**

The project strengthened partnerships among public and private stakeholders in Kenya's e-waste sector. It addressed a key gap by integrating the TVET sector into the National Steering Committee on E-waste, improving coordination between skills development and industry needs.

Strong partnerships were formed with formal actors like the WEEE Centre and informal groups such as E-waste Initiative Kenya. Early collaboration with the NITA ensured the swift accreditation of the e-waste curriculum, aligning training with national standards. These efforts created a more inclusive and coordinated foundation for sustainable e-waste management in Kenya.

Resources

- Vet Toolbox, "Promoting Demand-Driven Skills in E-waste Management and Recycling in Kenya".

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▶ *E-waste technician receiving hands-on OSH and technical training.*

South Africa

A dual training approach to develop skills for a green economy

Key points

The **Skills Development for a Green Economy II initiative (SD4GE)** and its follow-up, the **Career Path Development for Employment initiative (CPD4E)**, have promoted the development of green skills through a dual approach that combines theoretical instruction at TVET institutions with practical, on-the-job training in collaboration with industry partners.

In collaboration with TVET institutions, industry stakeholders and Sector Education and Training Authorities (SETAs), these initiatives updated training curricula and developed new qualifications tailored to emerging green markets.

The initiative supports just transition in South Africa by improving employment prospects for young people and women in the emerging green economy.

Programmes/projects

- Skills Development for a Green Economy II initiative (SD4GE),
- Career Path Development for Employment initiative (CPD4E)

Sector

Renewable energy

Responsible organizations

- BMZ;
- Swiss State Secretariate for Economic Affairs (SECO);
- GIZ;
- South African Department of Higher Education and Training;
- National Business Initiative.

Active dates

- SD4GE: 2018–2022, and CPD4E: 2022–2025

Country snapshot

South Africa is highly vulnerable to climate change, with rising temperatures, prolonged droughts and more frequent extreme weather events affecting key sectors such as water, agriculture and energy. The country's 2024 State of Climate Action report notes that average national temperatures have already increased by more than 1.5°C since pre-industrial times (above the global average), posing serious risks to food and water security.[16] The country is also heavily reliant on coal, making a just transition essential to achieving its climate commitments.

South Africa faces a persistent unemployment crisis, with a particularly high number of young people not in employment, education, or training (NEET). An ongoing energy shortfall, ranging from 4,000 to 6,000 megawatts,[17] has led to years of nationwide power outages, which briefly eased in 2024 but resumed in 2025.

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16 South Africa, Presidential Climate Commission, The State of Climate Action in South Africa: Priorities for Action for the Government of National Unity, 2024.

17 Vumani Mkhize, "South Africa Power Cuts: Why the Lights Keep Going Out", BBC, 8 November 2022.

The country relies on coal for roughly 85 per cent of its electricity, making South Africa's public electricity utility (Eskom) one of the most polluting in the world.[18] There is growing pressure to move away from reliance on fossil fuels as part of global efforts to decarbonize, and South Africa will need to bridge its energy gap while managing a just transition, an increasingly urgent challenge given Eskom's ongoing struggles.

To address these challenges, the Skills Development for a Green Economy II (SD4GE) initiative was launched in 2018 and later evolved into the Career Path Development for Employment (CPD4E) initiative to bridge the gap between technical training and employment opportunities in South Africa's green sectors.

Practice in action

In partnership with Department of Higher Education and Training, the National Business Initiative, and other stakeholders, the SD4GE and CPD4E initiatives introduced a dual training method through the Dual System Pilot Project (DSPP). This model, which later expanded into the Centre of Specialization project and became a flagship government initiative, combined: (i) the delivery of theoretical instruction at TVET institutions; and (ii) practical, on-the-job training in collaboration with industry partners. Collaboration with private sector stakeholders facilitated hands-on learning in fields like renewable energy, sustainable manufacturing and energy efficiency, aligning skills development with labour market demand.

A key focus of these initiatives was curriculum enhancement, achieved through close collaboration with TVET institutions, industry partners and Sector Education and Training Authorities (SETAs). This effort updated existing training programmes and qualifications tailored to the green job market. Entrepreneurship was also encouraged through mentorship and business training for SMEs and self-employed individuals, thereby promoting local economic diversification.

In collaboration with the ILO, the initiatives conducted labour market research to anticipate job trends and provide policy recommendations for a just transition. These findings informed government employment strategies aimed at fostering a sustainable workforce.

Together, the SD4GE and CPD4E initiatives established a scalable model for workforce development that is supporting South Africa's economic transition while addressing persistent unemployment challenges.

Impact at a glance

By 2022, the following had been achieved by the SD4GE II programme:

- 60 per cent of the first DSPP participants successfully transitioned into employment.
- 42 per cent of women participants secured jobs through the programme.
- 357 companies took part in the dual training programme.
- 2,678 trainees enrolled in various training courses.
- 213 TVET college lecturers and in-company trainers (82 women) completed sustainability-focused training.

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[18] IEA Bioenergy, "Implementation of Bioenergy in South Africa – 2024 Update", 2024.

▶ *Trainee installing solar panels as part of a green skills training programme.*

- 100 teachers and 214 mentors completed gender-sensitivity training.
- 95 TVET lecturers completed a remote teaching and learning programme established to support colleges during the COVID-19 pandemic.
- More than 100 managers were trained by the University of Pretoria in collaboration with the Technical University of Munich.
- 810 young South Africans (486 women) utilized gender-sensitive support services, such as work readiness training and business concept development.

To date, the CPD4E phase of the project has achieved the following:

- 468 lecturers (41 per cent women) received training in mentorship and/or renewable energy technology.
- Over 1,200 young people (61 per cent women) took part in the project with the aim of improving their transition to employment.
- Lecturers and mentors registered with business and professional associations to support ongoing professional development within the respective trades.

Why it works

✓ Scalability

The DSPP successfully laid the foundation for expanding the dual training methodology in green skills training across South Africa's TVET system. Five core dual training processes were adapted and institutionalized, ensuring their long-term integration. This paved the way for the large-scale Centres of Specialization project, which continues to expand. These centres are now well-established knowledge hubs, playing a key role in delivering reskilling and upskilling in support of a just transition in South Africa.

✓ Innovation

The initiative combined demand-driven vocational training with employment support services and business development programmes. It introduced new technical training models in renewable energy and energy efficiency, while fostering collaboration between industry and education providers to enhance curriculum relevance. The approach also emphasized digital learning and interactive training methodologies.

Inclusive approach

✓ Gender-responsiveness

The project specifically designed interventions to encourage the participation of young women in TVET programmes, offering tailored career guidance and mentorship to help them navigate traditionally male-dominated sectors.

Resources

- Germany, GIZ, "Promoting Employment in an Increasingly Green Economy: Career Path Development for Employment (CPD4E)".
- Germany, GIZ, "Skills Development for a Just Transition", December 2023.

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Viet Nam

Reforming technical and vocational training for a just transition

Key points

The **Reform Technical and Vocational Education and Training in Viet Nam Programme** promotes environmental and digital skills training, equipping workers for key industries like energy, forestry and wastewater management to drive Viet Nam's twin green and digital transition.

It fosters partnerships between policymakers, businesses and TVET institutions to create a more flexible and equitable TVET system that ensures inclusive, demand-driven training.

The programme advances the participation of women and persons with disabilities in training through the provision of digital tools and scholarships.

Programme/project

- Reform Technical and Vocational Education and Training in Viet Nam Programme

Sectors

Energy; Forestry; Sustainable building industry; Wastewater management; Environmental technologies.

Responsible organizations

- BMZ;
- GIZ;
- KfW Development Bank (Phases I–II).

Collaborating partners in Viet Nam

- Ministry of Labour, Invalids and Social Affairs (MoLISA);
- Ministry of Education and Training (MoET).

Active dates

- Phase I: 2010–2014
- Phase II: 2014–2020
- Phase III: 2024–2027

Country snapshot

Viet Nam is highly vulnerable to climate change, with rising sea levels, more frequent typhoons, extreme heat and increasing droughts threatening agriculture, infrastructure and human health. Sea levels are projected to rise by up to 0.9 meters in vulnerable areas of Vietnam, with the Mekong Delta at risk of losing 47 per cent of its land and displacing up to 5 million people.[19]

Viet Nam is among the fastest-growing economies in Asia, a trajectory accompanied by high resource consumption and significant environmental and climate challenges. This rapid growth underscores the urgent need for a skilled workforce to support the country's transition to a greener economy.

Viet Nam's TVET system is pivotal to achieving a socially just and sustainable transformation. However, cooperation between TVET institutions and the business sector is inconsistent, and the TVET network lacks the capacity and efficiency to support large-scale green and digital transformation.

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[19] Viet Nam, Government of Viet Nam, *Viet Nam NAP 2021–2030 with Vision to 2050*, November 2024.

Practice in action

The Reform Technical and Vocational Education and Training (TVET) in Viet Nam Programme, now in its third phase, has made significant progress in modernizing the TVET system to support a socially just, green and digital transition. In collaboration with the Directorate of Vocational Education and Training, the programme builds on earlier work with 11 TVET colleges to support a total of 30 TVET institutions in delivering demand-driven training. The goal is to equip workers with relevant environmental and digital skills for industries such as energy, forestry, building technologies, digital transformation and environmental technologies.

The programme has helped TVET institutions align training with industry needs, integrating digital tools and green practices. Strengthened cooperation with businesses has expanded opportunities for work-based learning and employer-recognized qualifications. Curricula have also been updated to include gender-responsive and inclusive teaching methods, improving access for women and vulnerable groups.

In addition, the programme offered policy advice to TVET institutions on international recognition of training certification and promoted skilled worker mobility, helping graduates to access stable and relevant employment. As a result, TVET institutions are now better equipped to meet labour market demands, with employers reporting that graduates are entering the workforce with job-ready skills.

▶ *Trainees learning solar panel installation.*

Impact at a glance

As of 2025, the following was achieved:

- Seven training programmes were co-developed with employers' organizations based on international labour standards and were delivered at partner TVET colleges. Additional short-term trainings on renewable energy have been introduced for technicians.
- 98 trainers and coordinators were equipped to provide in-company trainings.
- Since 2017, more than 200 workshops and training courses have been delivered to more than 5,000 TVET personnel to improve their theoretical, practical, pedagogical and assessment skills.
- More than 40,000 trainees have been trained annually at 11 partner colleges.
- Over 70 per cent of training graduates have secured employment within six months.
- 92 per cent of more than 100 surveyed enterprises confirmed that graduates had the right job skills.
- Over 180 experts and managers from TVET institutions and MoLISA contributed to TVET system reforms and legal framework development.

Why it works

✓ Scalability and replication

The project's scalability has been demonstrated through the broad dissemination and accessibility of its training programmes and resources. Seven newly developed training programmes have been adopted by eight additional TVET institutes across Viet Nam. A cross-occupational module on skills for green jobs, covering environmental protection, energy and resource efficiency, was distributed to 37 TVET institutes and over 300 staff. Additionally, four e-learning courses hosted on a free learning management platform provided training on digital and green competencies, in-company training skills and inclusive teaching. These courses reached over 13,150 users in both English and Vietnamese.

✓ Sustainability

The programme's long-term sustainability is driven by strengthened collaboration between policymakers, TVET institutions and businesses to align training with labour market demand. Newly developed curricula integrating environmental and digital skills prepare workers for emerging future industries. The programme's impact is evident: graduates are securing stable training-related jobs, and employers confirm the relevance of their qualifications. Together, these outcomes demonstrate the programme's relevance in supporting Viet Nam's transition to a green, socially just and economically sustainable future.

Inclusive approach

✓ **Gender responsiveness**

The programme developed a *Digital Accessibility Toolkit* to improve learning for trainees with diverse needs.[20] The toolkit offers practical guidance on creating accessible digital content, selecting inclusive learning platforms and adapting teaching methods to support learners with disabilities. Co-developed with TVET institutions, disability organizations and government partners, the toolkit promotes universal design principles and integrates digital inclusion into training and curriculum delivery. The programme also strengthened gender-responsive communication and trainee management practices across TVET colleges, contributing to more inclusive learning environments. This was achieved, in part, through the development of Viet Nam's first blended training course for TVET teachers on inclusive teaching methods.

Awareness-raising initiatives, such as career days and social media campaigns, encouraged the enrolment of women and students with disabilities. More than 6,000 people participated in school events on gender-based violence, while scholarships supported TVET access for 800 women and 84 persons with disabilities. At the policy level, the programme contributed to embedding inclusivity into Viet Nam's TVET Strategy 2021–2030. Research on gender disparities further informed targeted actions to advance equality in training and employment opportunities.

Resources

- Germany, GIZ, "Strengthening Technical and Vocational Education and Training for the Socially Just, Green and Digital Economic Change: Programme Reform of Technical and Vocational Education and Training in Viet Nam III".
- KfW Development Bank, "Program Reform der Berufsbildung".
- Inclusion Leben, "Living Inclusion in Practice: Advancing Inclusive TVET in Vietnam".
- T-VET Vietnam, "Trained in Vietnam".

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[20] Germany, GIZ, Digital Accessibility Toolkit, 2021.

Côte d'Ivoire

Building institutional capacities and a skilled workforce for a clean energy transition

Key points	
The **ProFERE project**[21] has supported Côte d'Ivoire's transition to renewable energy and energy efficiency by developing a skilled workforce, strengthening institutional expertise and promoting market expansion. The project has actively promoted gender inclusion by increasing women's participation in technical training and by launching a female mentoring programme to support career advancement in green jobs.	Through capacity-building and certification programmes, ProFERE has supported renewable energy and energy efficiency service providers to expand commercial activities, access finance and create new jobs. By integrating policy development, capacity-building and market-driven training, the project has created a sustainable framework for green job growth and supports Côte d'Ivoire's commitment to reducing greenhouse gas emissions by 30 per cent by 2030.
Programme/project	**Sector**
▶ ProFERE project	Renewable energy and energy efficiency
Responsible organizations	
▶ BMZ; ▶ EU;	▶ GIZ; ▶ KfW Development Bank;
Collaborating partners in Côte d'Ivoire:	
▶ Ministry of Mines, Petroleum and Energy; ▶ Ministry of Environment; ▶ Ministry for Higher Education;	▶ Ministry of Vocational Training; ▶ universities and vocational schools; ▶ private sector associations and others.
Active dates	
▶ Phase I: 2020–2021 ▶ Phase II: 2022–2025	

Country snapshot

Côte d'Ivoire has an ambitious target to reduce greenhouse gas emissions by 30 per cent by 2030.[22] However, the country's energy infrastructure and market conditions are not strong enough to support these ambitious climate goals. Key challenges are associated with establishing a new market for renewable energy and energy efficiency, particularly limited access to financing for local SMEs and a shortage of skilled professionals in the sector. Women are also underrepresented in technical energy training programmes.

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[21] ProFERE is an abbreviation for Projet de Développement du marché et de Promotion de l'emploi dans les secteurs des énergies renouvelables et de l'efficacité énergétique (or the Market Development and Employment Promotion in the Renewable Energy and Energy Efficiency Sectors Project).

[22] As per the country's 2022 NDC.

Practice in action

The ProFERE project, launched in 2020, aimed to strengthen Côte d'Ivoire's renewable energy and energy efficiency (RE&EE) industry across two phases. Phase I built the foundation for workforce development in the RE&EE industry. This included:

- engaging with private and public stakeholders to develop market-driven education programmes;
- training and equipping TVET and higher education institutions to deliver these programmes;
- supporting enterprises in hiring skilled workers; and
- facilitating the development of regulatory frameworks to promote RE&EE adoption.

Phase II has strengthened institutional capacities to develop and implement regulations needed for the successful development of the RE&EE market. This has entailed introducing mandatory energy audits and formalizing certification systems for RE&EE skills and products. The project has also scaled up market-driven training and employment measures, with a focus on gender inclusion through female mentoring in technical fields.

In partnership with business associations, the project has improved access to financing mechanisms for companies investing in RE&EE solutions and has offered capacity-building support across both the supply and demand sides of RE&EE services and products. It has also assisted government agencies in building capacity to review, monitor and report greenhouse gas emissions in line with the country's NDC. As a result, 0.535 million tonnes of CO_2 equivalent were avoided in the energy sector in 2023. This comprehensive approach facilitated change at the micro, meso and macro levels for a more inclusive transition to RE&EE.

Impact at a glance

As of 2024, the following was achieved:

- 87 businesses participated in the development of market-driven and industry-aligned education and capacity-building programmes.
- More than 150 trainers obtained qualifications on photovoltaics, biomass, energy efficiency and carbon calculation. A total of 61 experts were certified in energy efficiency and 36 in photovoltaics through the national certification agency CODINORM. In addition, 1,842 students and professionals benefitted from market-driven qualification in the RE&EE fields.
- More than 300 business representatives from energy-intensive sectors were trained in energy efficiency.
- 14 policies were introduced by the Ministry of Energy or the Energy Regulatory Authority to promote RE&EE market growth. For instance, 64 per cent of households now have access to electricity, up from 44 per cent in 2018.

Why it works

✓ **Relevance**

The project directly addressed the shortage of qualified professionals in Côte d'Ivoire's renewable energy and energy efficiency sectors. By developing specialized training programmes, strengthening institutional expertise and facilitating connections between technical institutions and the private sector, the project has supported workers in acquiring the skills needed to meet the growing demand for clean energy solutions.

✓ **Policy coherence**

Its focus on regulatory frameworks and market expansion has created a sustainable foundation for long-term employment in green industries, aligned with the country's climate and economic goals.

Inclusive approach

✓ **Gender responsiveness**

Through targeted initiatives such as a female mentorship programme, the project has increased the number of women enrolled in technical training and enhanced their access to employment opportunities in the RE&EE industry. Additionally, ProFERE has facilitated partnerships between TVET institutions and private-sector employers to create more inclusive hiring practices, thereby supporting the career development of women in green jobs.

Resources

- Germany, GIZ, "Institutional Expertise for Promoting Renewable Energy and Energy Efficiency: Market Development and Employment Promotion in Renewable Energies/Energy Efficiency in Côte d'Ivoire".
- Germany, GIZ, "Market Development and Employment Promotion in the Renewable Energy and Energy Efficiency sectors in Côte d'Ivoire (ProFERE II)", September 2023.

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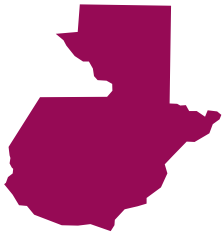
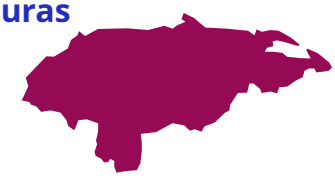
- *Women's mentoring programme.*

3 Green businesses and sustainable market development

Small- and medium-sized enterprises (SMEs) play a vital role in driving sustainable economic growth, fostering innovation and expanding employment opportunities within green markets. As economies transition toward sustainability, SMEs are at the forefront of implementing climate-smart business models, enhancing local value chains and integrating environmental resilience into their operations. However, limited access to finance, market development and technical support continues to hinder their potential to scale sustainable solutions.

To address these challenges and unlock their transformative potential, this section explores promising SME-led practices that support the greening of the economy. Drawing from case studies in Bosnia and Herzegovina, Guatemala, Honduras, Kenya and a multi-regional initiative, these cases highlight how targeted financing, cooperative enterprise models and sustainable tourism strategies are shaping local economies. In Bosnia and Herzegovina, the Via Dinarica initiative has leveraged sustainable tourism as a vehicle for local economic resilience. In Guatemala and Honduras, the CRECER and CAHOVA projects empowered women and youth through climate-smart agricultural practices and the strengthening of cooperatives. In Kenya, the Green Mini-Grid Facility facilitated SME growth by expanding access to renewable energy. The eco.business Fund initiative in Sub-Saharan Africa and Latin America and the Caribbean has mobilized blended finance to support sustainability across agriculture, forestry and tourism. Together, these examples offer valuable insights into how SMEs can lead a just transition.

Country	Quality Criteria	Inclusive Approach
Bosnia and Herzegovina 	▶ **Innovation** ▶ **Relevance**	**Gender-responsiveness** **Participation and representation**
Guatemala 	▶ **Sustainable outcomes**	**Gender-responsiveness** **Inclusion of hard-to-reach and/or most vulnerable**
Honduras 	▶ **Sustainable outcomes**	**Gender-responsiveness** **Participation and representation**

Country	Quality Criteria	Inclusive Approach
Kenya 	▶ Innovation	Participation and representation Inclusion of hard-to-reach and/or most vulnerable
Sub-Saharan Africa, Latin America and the Caribbean 	▶ Innovation ▶ Scalability	Gender sensitivity and responsiveness

Bosnia and Herzegovina

Sustainable tourism for green growth along the Via Dinarica trails

Key points	
The **Via Dinarica project** focuses on developing sustainable tourism in Bosnia and Herzegovina by focusing on the Via Dinarica trail that connects Albania, Bosnia and Herzegovina, Croatia, Kosovo[23], Montenegro, Slovenia and Serbia.	The project has positioned the tourism sector in Bosnia and Herzegovina as a model for sustainable, nature-based development that integrates gender-responsive practices, livelihood growth and innovation-driven solutions.
Programme/project	**Sector**
▶ Via Dinarica project	Sustainable tourism
Responsible organizations	
▶ Italian Ministry of Foreign Affairs and International Cooperation; ▶ Italian Agency for Development Cooperation;	▶ United Nations Development Programme. ▶ United States Agency for International Development.
Implementing partners in Bosnia and Herzegovina	
▶ Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina; ▶ Ministry of Environment and Tourism of the Federation of Bosnia and Herzegovina; ▶ Ministry of Trade and Tourism of Republika Srpska;	▶ 77 local governments placed along the Via Dinarica trails; ▶ Terra Dinarica.
Active dates	
▶ Phase I: 2014–2017; ▶ Phase II: 2018–2022; ▶ Phase III: 2023–2025	

Country snapshot

Bosnia and Herzegovina's tourism sector faces considerable challenges, including underdeveloped infrastructure, high unemployment and significant youth outmigration – particularly in rural areas where stable employment opportunities are scarce. Despite the country's abundant natural and cultural assets, the tourism industry remains underutilized. The COVID-19 pandemic further exacerbated these issues, underscoring the need for greater resilience within the sector.

Practice in action

The Via Dinarica project was launched in response to the issues noted above, and it aims to position Bosnia and Herzegovina as a premier nature tourism destination while addressing broader socio-economic challenges, such as unemployment. In its initial phase, the project focused on establishing international visibility for the Via Dinarica trail network. The second phase responded to pandemic-related setbacks by reinforcing regional partnerships and

[23] As defined in UN Security Council resolution 1244 of 1999.

promoting sustainable tourism models to support long-term recovery. Looking ahead, the project is advancing green infrastructure, enhancing local tourism services and expanding opportunities for women within the industry.

The Via Dinarica project has adopted a comprehensive approach to sustainable tourism by combining infrastructure investment, business support and environmental protection to develop economic opportunities in rural areas. A central component of the initiative involves improving rural accommodations: grants have been awarded to 21 guesthouses and lodges for renovations, energy-efficient upgrades and the implementation of waste management systems. These enhancements have increased guest capacity while stimulating job creation in tourism services.

To further diversify tourism offerings, the project has partnered with 25 outdoor adventure providers, funding equipment, adventure guide certifications and targeted promotional efforts to expand tourism offerings such as hiking, rafting and cycling, and thereby contributing to job creation in nature-based tourism.

Job creation has been further promoted through investments in trail maintenance and marking and green infrastructure upgrades. Local workers are employed to clear paths, install signage and maintain shelters, all using sustainable construction methods and carried out in collaboration with local municipalities and mountaineering clubs. The project also supports 24 small-scale food producers by helping them package and distribute local agricultural products through guesthouses and visitor centres, strengthening regional economies.

Financial contributions from the Ministry of Environment and Tourism (US$230,000) and 18 municipal governments (US$500,000) have funded 18 public infrastructure projects. These focused on sustainable solutions such as solar-powered rest stops and improved water management systems. The establishment of three Via Dinarica information hubs has created other employment opportunities for tourism managers tasked with promoting sustainable travel. Over its three phases, the Via Dinarica project has generated about 200 jobs in the green economy.

Impact at a glance

At time of writing, the following have been achieved:

- During Phases I and II, 168 jobs have been created in tourism services, 36 per cent of which were filled by women. Thirty-seven of these jobs were full-time positions.
- Visitor numbers rose by 65 per cent between 2020 and 2021, with 199,035 tourists engaging with Via Dinarica tourism service providers.
- The annual income of Via Dinarica tourism service providers grew by 37 per cent from 2020 to 2021.

Why it works

✓ Innovation

The project has integrated digital tools like virtual reality, augmented reality and QR codes to create immersive, interactive ways for visitors to connect with the environment and cultural heritage. These tools are also multilingual, improving accessibility for international visitors and helping hosts provide a more user-friendly experience. This technology has helped modernize the sector without compromising authenticity, setting a new standard for sustainable and tech-driven tourism.

✓ **Relevance**

The project's investments in green infrastructure, waste management and renewable energy solutions directly contributed to green jobs and skills development, while supporting a transition to a greener economy.

Inclusive approach

✓ **Gender responsiveness**

The project targeted women in rural areas by creating opportunities to engage in sustainable tourism, develop new skills and lead economic activities.

✓ **Participation and representation**

The initiative promotes inclusivity by actively involving local communities in tourism development decisions. By ensuring diverse representation—including women, youth, and rural groups—it empowers communities to shape tourism offerings. This participatory approach strengthens local ownership and fosters a shared commitment to sustainable tourism.

Resources

- Project webpage: UNDP, "Viadinarica III".

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- *Participants engaging in sustainable tourism training along the Via Dinarica trail.*

Guatemala

Women and youth powering economic growth through sustainable agriculture

Key points	
The **CRECER project** supports sustainable and inclusive economic growth in Alta Verapaz, Guatemala. The initiative focuses on the economic empowerment of indigenous women and youth, particularly from the Q'eqchi' ethnic group.	CRECER worked to promote climate-resilient agricultural practices, green jobs and cooperative enterprise development.
Programme/project	**Sector**
▶ CRECER: Sustainable Economic Growth for Women and Youth in Alta Verapaz.	Sustainable agriculture
Responsible organizations	
▶ Global Affairs Canada; ▶ Société de Coopération pour le Développement International (SOCODEVI).	
Active dates	
▶ 2019–2024	

Country snapshot

Between 1998 and 2021, Guatemala recorded 60 extreme climate events, affecting more than 7 million people and resulting in estimated economic losses of US$4.5 billion. The agriculture sector is particularly at risk, with 75 per cent of crop production dependent on rainfall and highly sensitive to changing weather patterns.[24]

Guatemala also faces high levels of poverty and economic inequality that especially impact indigenous communities. In regions such as Alta Verapaz, women and youth encounter significant barriers to employment, economic decision-making and financial inclusion. These social and economic challenges are further exacerbated by climate change, which threatens local agriculture-based livelihoods, increasing both food insecurity and economic instability.

Practice in action

The CRECER project was launched to strengthen women and youth-led enterprises, promote sustainable agricultural practices and enhance climate resilience. The project integrated green economy principles by fostering environmentally friendly business models and climate-smart agriculture, particularly in cardamom and turmeric value chains.

The project enhanced the economic empowerment of Q'eqchi' women and youth in Alta Verapaz by promoting sustainable agriculture, cooperative strengthening and gender-inclusive governance. Participants were trained in organic cardamom and turmeric cultivation, using agroforestry techniques to improve productivity while protecting the environment. The project also introduced energy-efficient technologies to optimize production, including conditioning, and reduce costs.

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[24] Guatemala, Ministry of Environment and Natural Resources, , Primer Informe Bienal de Actualización de Guatemala *2023*, 2022.

To advance gender equality, CRECER challenged traditional roles by supporting women's leadership in cooperatives and decision-making structures. Workshops and training sessions encouraged women's participation, to bolster their efforts to integrate gender-sensitive policies at the local and national levels in the Federation of Agricultural Cooperatives of the Verapaces (FEDCOVERA), and strengthening the capacity of the Cooperative Women National Committee.

The project also improved market access by supporting cooperatives in obtaining organic and fair-trade certifications and by facilitating cooperatives' participation in international trade fairs. Cooperatives affiliated with the FEDECOVERA received targeted support to strengthen governance, improve profitability and promote long-term sustainability.

By integrating economic empowerment, environmental sustainability and inclusive governance, CRECER created lasting opportunities for rural women and youth, improving livelihoods, environmental resilience and economic stability in Alta Verapaz.

Impact at a glance

- About 4,000 women and youth engaged in agricultural activities within the cardamom and turmeric value chains (respectively 3,500 and 430 participants), utilising agroforestry production systems.
- Women's involvement and participation in decision-making bodies within the Federation and its cooperative members increased from 1.3 per cent at the start of the project to 45 per cent by its conclusion.
- 17 cooperatives have implemented improved heating kilns for drying cardamom pods, resulting in more efficient use of fuel, shorter drying times, reduced environmental impact, and lower drying costs.
- 2,923 people were trained in - agroecological practices, with a focus on gender equality and the importance of women's participation, environmental and climate issues, and organisational development.
- 21 cooperatives were strengthened within the FEDCOVERA network and cooperative membership in the network increased by 45 per cent.

Why it worked

✓ **Sustainable outcomes**

Through the adoption of eco-friendly farming techniques, such as agroforestry and organic fertilizers, the project helped reduce soil degradation, improve land productivity and promote sustainable resource use. These practices not only supported biodiversity conservation but also increased the long-term viability of key agricultural value chains such as cardamom and turmeric.

Inclusive approach

✓ **Gender-responsiveness**

The approach actively promoted women's economic leadership by facilitating access to entrepreneurship opportunities, land and financial decision-making. Training addressed gender-specific barriers, empowering women to take leading roles in cooperative enterprises and household economic management.

✓ **Inclusion of hard-to-reach and most vulnerable**

By prioritizing indigenous women and youth from economically marginalized communities, the project ensured equitable access to resources, skills and economic opportunities. Its focus on cooperative development and social inclusion strengthened local resilience and supported long-term sustainability.

Resources

- Canada, Global Affairs Canada, "Project Profile – CRECER: Sustainable Economic Growth for Women and Youth in Alta Verapaz, Guatemala".
- SOCODEVI, "Press Release on New Project in Guatemala: Women and Youth at the Heart of sustainable Economic Growth", 30 April 2019.

▶ *Farmers practicing climate-smart agriculture as part of the CRECER project in Alta Verapaz.*

Contact

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Honduras

Climate-smart agriculture and inclusive cooperative development

Key points	
The **CAHOVA project**, an initiative by the Canadian organization SOCODEVI, supported climate-smart agroforestry and inclusive cooperative development in rural Honduras. To enhance productivity and resilience, the project introduced climate-smart agroforestry systems across 900 hectares of farmland, and trained family enterprises in climate-smart agricultural practices.	Agricultural cooperatives and federations were supported to strengthen their governance, financial management and market integration, enabling them to better compete in the sector. To support the active participation of women and youth farmers in agroforestry, the project facilitated long-term land-use contracts.
Programme/project	**Sectors**
▶ Canada-Honduras Value-Added Agroforestry Project (CAHOVA)	Sustainable agriculture
Responsible organizations	
▶ SOCODEVI; ▶ Global Affairs Canada.	
Active dates	
▶ 2016–2021	

Country snapshot

Honduras is among the most climate-vulnerable countries in Latin America, experiencing hurricanes, droughts and floods that threaten agriculture and rural livelihoods. The agriculture, forestry and other land use sector is a major source of the country's greenhouse gas emissions, contributing around 30 per cent of the total. Honduras has committed to reducing emissions by 16 per cent by 2030, compared to a business-as-usual scenario.[25]

Honduras faces significant challenges in rural development, with many communities relying on agroforestry for their livelihoods. However, limited access to resources, inadequate agricultural practices and environmental degradation have hindered economic growth. Women and youth, in particular, face barriers to land ownership and participation in decision-making processes.

Practice in action

The CAHOVA project was implemented through SOCODEVI's structured approach, which involved:

- providing sustainable access to resources and knowledge, such as agroforestry practices;

[25] UNFCCC, Technical Analysis of the Second Biennial Update Report of Honduras *Submitted on 22 March 2024*, FCCC/SBI/ICA/2024/TASR.2/HND, 2025.

- strengthening women and youth's power in decision-making within family enterprises;
- strengthening the capacity of associative enterprises; and
- promoting partnerships among civil society, governments and the private sector for the benefit of the communities.

To enhance productivity and resilience, the CAHOVA project introduced climate-smart agroforestry systems across 900 hectares of farmland. Family enterprises were trained in climate-smart agricultural practices, and they were also provided seedlings to better diversify their income through agroforestry production. This included the distribution of over 400,000 coffee, cocoa and rambutan plants; 45,000 avocado and timber trees; and 46,800 plantain trees.

To support the active participation of women and youth famers, the project facilitated long-term land-use contracts that allowed them to access land and engage in agroforestry production. This strategy contributed to a significant increase in women's cooperative membership and leadership roles, improving their economic participation and decision-making power.

To reinforce the cooperative sector, the CAHOVA project provided direct support to 42 cooperatives and federations, strengthening their governance, financial management and market integration. Through training and capacity-building, cooperatives adopted sustainable environmental management practices and improved their competitiveness within the agricultural sector.

Impact at a glance

- 900 hectares of climate-smart agroforestry systems were established among approximately 1,300 family enterprises.
- Over 4,800 individuals received training on agroforestry best practices, gender equality and farm business management.
- Over the course of the project, participating households, on average, experienced a 36 per cent increase in farm income.
- Associative enterprise revenues increased by 77 per cent over the course of the project, reaching a total of $25.1 million.
- 205 women became cooperative leaders.

Why it worked

✓ **Sustainable outcomes**

By adopting climate-smart and eco-friendly farming techniques such as agroforestry and organic fertilizers, the project helped reduce soil degradation, improve land productivity and promote sustainable resource use. These practices not only supported biodiversity conservation, but also increased the long-term viability of key agricultural value chains.

Inclusive approach

✓ **Gender-responsiveness**

The project enabled women and youth to access land through more than 640 land-use contracts, allowing them to establish their own agroforestry systems. As a result, women's membership in cooperatives doubled, and 205 women took on leadership positions within these enterprises. According to SOCODEVI's Women's Empowerment Index, women in associative enterprises improved their empowerment score by 0.191, from 0.510 at baseline to 0.701. This indicates a shift from a low level of empowerment to an "average level of empowerment" (above 0.60, depending on the category). In addition, 1,070 of the participating women reported having greater control over money in their household.

Resources

- Canada, Global Affairs Canada, "Project Profile – CAHOVA: Increasing Sustainable Productivity of Value-Added Agroforestry".
- SOCODEVI, "Project Details: CAHOVA, a Turbocharged Project".

Contact

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Kenya

Green Mini-Grid Facility for green jobs and energy access

Key points	
In support of the Kenya National Electrification Strategy, the Green Mini-Grid Facility Kenya deployed renewable energy mini-grids in off-grid areas of western Kenya. The expansion of renewable energy infrastructure helped to create both temporary and permanent green jobs, while supporting SMEs in agriculture, retail and small-scale manufacturing to grow.	The intervention helped to address energy poverty and foster economic resilience in off-grid communities, while contributing to Kenya's climate goals through the expansion of renewable energy. The initiative aligns with UN Sustainable Development Goals (SDGs) focused on affordable energy, sustainable economic development and job creation.
Programme/project	**Sectors**
▶ Green Mini-Grid Facility Kenya	Renewable energy; Green infrastructure.
Responsible organizations	
▶ Agence Française de Développement; ▶ Innovation Energie Développement (IED); ▶ Practical Action Consulting;	▶ I-DEV International; ▶ UK Foreign, Commonwealth and Development Office (FCDO); ▶ EU–Africa Infrastructure Trust Fund.
Active dates	
▶ 2018–2023	

Country snapshot

In rural Kenya, many communities remain off-grid, with limited access to reliable and affordable energy. This lack of energy access restricts productive economic activity, impedes social development and constrains the creation of decent work opportunities. In line with SDG 7, Kenya is committed to:

- ensuring universal access to affordable, reliable, sustainable and modern energy services;
- substantially increasing the global rate of energy efficiency; and
- increasing the share of renewable energy in the national energy mix by 2030.

To advance these objectives, the Kenyan Government launched the Kenya National Electrification Strategy in 2018, prioritizing off-grid options, including mini-grids and stand-alone solar systems for rural communities.

Practice in action

The Green Mini-Grid Facility Kenya (hereafter "GMG Facility") was established in 2016, with initial funding from the FCDO and subsequent support from the EU–Africa Infrastructure Trust Fund. The Facility was designed to drive Kenya's electrification goals by providing targeted support in rural areas. To this end, it supported four mini-grid developers:

- RVE.SOL/KPEA (33 sites);
- Renewvia (11 sites);

- PowerGen (13 sites); and
- Powerhive (23 sites).

In addition to investment grants, the Facility provided technical assistance in relation to energy demand assessment, promotion of the productive use of energy, the development of business models and the strengthening of regulatory systems.

The GMG Facility expanded renewable energy access to communities with limited or no existing access to electricity, while simultaneously providing skills training and creating green jobs. The process began with a comprehensive assessment of community energy needs to design and implement mini-grids tailored to local conditions. This involved site selection, system design and active community engagement to ensure alignment with environmental factors and local priorities.

Once sites were selected, the Facility supported the development of mini-grid infrastructure, with a focus on renewable sources to promote sustainability and long-term viability. Local communities were then engaged through training programmes on grid operations, maintenance and the productive use of energy (PUE). These efforts benefited local businesses, and particularly targeted enterprises in the agriculture, small-scale manufacturing and retail sectors. The Facility offered technical and financial support to entrepreneurs and small businesses, supporting them to scale operations and improve productivity, ultimately maximizing the benefits of accessing clean energy.

Impact at a glance

- The GMG Facility established a local workforce that supported the installation, operation and maintenance of renewable energy mini-grids.
- The design and construction of the mini-grid sites created 3,755 direct jobs, including 92 permanent positions.
- Youth accounted for 86 per cent of the jobs created during the construction phase; women held 11 per cent of these positions.
- 652 indirect and induced jobs were created in sectors that benefited from gaining access to a reliable source of power, including agriculture, retail and small-scale manufacturing.
- The initiative facilitated the development of skills in green energy management, technical operations and productive use of energy (PUE) applications. This skills transfer strengthened local capacity, supported green job growth and equipped local workers to actively engage in the green economy, helping to ensure that the benefits of green energy access remain sustainable within the community.
- Small businesses in the targeted areas reported increased productivity and revenue as a result of stable, affordable energy provided by the mini-grids. For example, at one of its inland sites on Lake Victoria, Renewvia installed a solar-powered water treatment facility, improving access to clean water. Electrification also enabled local enterprises, such as hair salons and small-scale food producers, to expand their services using electric appliances.

Why it worked

✓ **Innovation**

The GMG Facility takes an innovative approach by combining decentralized renewable energy access with local economic empowerment to address energy poverty in off-grid areas. Through sustainable energy solutions that support productive uses, the project transforms energy access into a catalyst for job creation and entrepreneurship.

Inclusive approach

✓ **Participation and representation**

The GMG Facility project fostered participation and representation by involving local communities in the planning, operation and decision-making for mini-grid systems. Through consultations and social dialogue, the project ensured that community priorities shaped energy solutions, while aligning with national policies to maximize impact. By creating local employment opportunities in mini-grid management and providing skills training, the Facility promoted inclusive economic participation and strengthened community ownership, contributing to long-term sustainable development in off-grid areas.

✓ **Inclusion of hard-to-reach and/or most vulnerable**

By prioritizing remote, underserved communities, the GMG Facility advanced social and economic inclusion by providing access to essential energy services and to previously unattainable economic opportunities. The integration of productive use of energy (PUE) concepts in the GMG Facility played a key role in reducing employment disparities by enabling reliable power for small businesses and agricultural activities, sectors where women and youth are often actively engaged. Consistent energy access has fostered entrepreneurship, skills development and job creation, economically empowering women and young people and supporting sustainable community-driven growth.

Resources

- GMG Facility Kenya, "About Us".
- Collins Oyuma, Alina Game and Maikel Lieuw-Kie-Song, Employment Impact Assessment of the Green Mini-Grid (GMG) Facility, Kenya (ILO, 2023).
- ILO, "Strengthen2: Employment Impact Assessment to Maximize Job Creation in Africa".

Contact

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Sub-Saharan Africa, Latin America and the Caribbean

Innovative financing for green jobs and sustainable development

Key points	
The **eco.business Fund** aims to promote business and consumption practices that support biodiversity conservation, the sustainable use of natural resources, and the mitigation of and adaptation to climate change, specifically in agriculture, forestry, fisheries and nature-based tourism.	The Fund employs a blended finance approach, combining public and private capital with technical assistance to promote environmentally sustainable development and resilient economies in ecologically sensitive regions.
Countries	**Sectors**
▶ Multiple	Agriculture and agri-processing; Fisheries and aquaculture; Forestry; Sustainable tourism.
Responsible organizations	
▶ KfW Development Bank; ▶ Conservation International;	▶ Finance in Motion.
Investors	
▶ BMZ; ▶ EU; ▶ UK Department for Environment, Food and Rural Affairs; ▶ Development Bank of Austria (OeEB); ▶ Dutch Entrepreneurial Development Bank (FMO),	▶ Inter-American Development Bank Invest; ▶ Cavert Impact; ▶ ASN Bank; ▶ ASN Impact Investors; ▶ Carl Zeiss Stiftung.
Active dates	
▶ 2014–present	

Context

Sub-Saharan Africa and Latin America and the Caribbean face a dual crisis of ecological degradation and insufficient investment in sustainable practices. Rapid economic and population growth have exacerbated pressures on food production, resource exploitation, deforestation and land degradation, resulting in significant biodiversity loss and ecosystem disruption. Despite the urgent need for sustainable business practices to mitigate these impacts, investments remain limited due to high risks, uncertain returns and insufficient policy frameworks. This cycle of environmental harm and underinvestment undermines efforts to transition toward greener economies and restore ecological systems.

Practice in action

The eco.business Fund was established to promote business and consumption practices that contribute to biodiversity conservation, the sustainable use of natural resources, and efforts to mitigate and adapt to climate change impacts in Sub-Saharan Africa and Latin America and the Caribbean. The Fund provides targeted financing and technical support to financial institutions and businesses promoting environmental sustainability across four key sectors:

- agriculture and agri-processing;
- fisheries and aquaculture;
- forestry; and
- sustainable tourism.

By channelling resources into these areas, the Fund supports mitigation and adaptation practices, fostering long-term economic resilience in both regions.

Using a blended finance model, the eco.business Fund operated through two separate sub-funds: one for Latin America and the Caribbean, and the other for Sub-Saharan Africa. The Fund attracts capital from diverse sources, starting with public investors and donors, who provide a risk buffer, and thereby encourage private institutional investment. This innovative structure allowed the Fund to invest through green finance intermediaries or directly into businesses committed to sustainable production and consumption. Additionally, beneficiaries gain access to technical assistance from the two eco.business Development Facilities, which seek to enhance the funding recipients' capacity to implement and scale sustainable practices.

The Fund prioritizes sustainable investments by focusing on companies with recognized sustainability certifications, such as Rainforest Alliance, Fairtrade International or Forest Stewardship Council. Where certifications are not available, it identifies acceptable investments using a defined "green list" of activities deemed sustainable.

Through this integrated approach, the eco.business Fund not only mobilizes capital but also equips stakeholders with the knowledge and tools needed to drive the transition towards more sustainable economies. The dual emphasis on financing and technical support empowers both financial institutions and businesses to become leaders in the two regions' sustainable transformations.

For example, the fund supported Azucarera Valdez, Ecuador's second-largest sugar producer, in developing a Responsible Sourcing Programme that extended sustainability practices to over 400 suppliers through environmental and social risk assessments and regenerative agricultural pilots. In the forestry sector, Aglomerados Cotopaxi, another Fund-supported enterprise, became the first Ecuadorian forestry company to receive Carbon Negative Certification. In East Africa, the Fund's investment in NMB Tanzania's Jamii Bond, the region's first sustainability-linked bond, facilitated the expansion of sustainable finance to agribusinesses in the cashew, fruit, spice and cereal value chains, leading to improved irrigation and agroforestry practices.

Impact at a glance

By the end of 2023, the following had been achieved:

- 900,000 indirect jobs were supported through end-borrowers who received financing from partner institutions, with 242,000 of these jobs held by women.
- 95,000 farmers with sustainability certifications received funding and/or technical assistance.
- 9,700 farmers were trained on sustainable production and business practices.
- 1,188,000 hectares of farmland were converted to sustainable management.
- 6.7 million metric tons of CO2 were stored through agroforestry activities financed through the Fund.
- The Fund provided US$4.1 billion in sub-loans in 16 countries through 51 partner institutions.

Why it works

✓ Innovation

By providing tailored credit lines and technical assistance, the Fund empowers local actors to finance green initiatives in agriculture, forestry and tourism. This localized approach not only drives conservation efforts, but also strengthens the ability of financial institutions to support green job creation and skills development, ensuring long-term economic and environmental sustainability.

✓ Scalability

The eco.business Fund was first launched in Latin America and Caribbean to support businesses committed to sustainability in key sectors such as agriculture and forestry. Its success in fostering sustainable practices and green jobs led to its expansion into Sub-Saharan Africa. This growth has been built through partnerships with local financial institutions, tailoring investments and capacity-building to regional needs while maintaining the Fund's focus on environmental conservation and economic resilience.

Inclusive approach

✓ Gender responsiveness

In expanding access to financing for local businesses the fund generated indirect job opportunities for women, as well as having a direct impact on women farmers and entrepreneurs in targeted localities.

Resources

- eco.business Fund, "Development Facilities".
- eco.business Fund, Impact Report 2023: New Horizons, 2023.

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▶ *A farmer from the Aproveco Group in Costa Rica cultivating sustainable bananas with support from the eco.business Fund.*

4 Recovery and resilience for a green future

Building resilience and fostering recovery in the wake of environmental and economic crises requires integrated strategies that address immediate vulnerabilities while laying the groundwork for long-term sustainability. By prioritizing green jobs, climate adaptation and economic revitalization, recovery efforts can simultaneously restore livelihoods and enhance community resilience against future shocks. Investments in green infrastructure, sustainable agriculture, disaster-responsive economic models and sound policy development help ensure that affected populations not only recover but emerge stronger and more adaptable to ongoing climate challenges.

This section highlights resilience-building and recovery initiatives in the Philippines, Madagascar and Iraq, where targeted interventions have combined short-term employment programmes with long-term institutional capacity-building, economic development and labour market measures. In Madagascar, a Green Works initiative responded to prolonged drought and economic hardship by creating employment-intensive investment programmes, rehabilitating critical green infrastructure and supporting climate-resilient agriculture. In the Philippines, the Rebuilding a Better Coconut Economy project supported recovery from Super Typhoon Rai in Siargao by restoring coconut-based livelihoods, strengthening value chains, and integrating social protection. In Iraq, efforts focused on rebuilding the enabling infrastructure for a green labour market ecosystem in the southern region, aiming to transition away from oil-intensive extractive industries. Particular attention was given to promoting youth employment within this emerging green economy.

These examples demonstrate how recovery strategies that leverage green jobs and sustainable practices can drive inclusive long-term resilience in vulnerable communities.

Country	Quality Criteria	Inclusive Approach
Madagascar 	▶ **Sustainable outcomes**	**Inclusion of hard-to-reach and/or most vulnerable** **Participation and representation**
Philippines 	▶ **Relevance** ▶ **Innovation**	**Social Protection**
Iraq 	▶ **Relevance** ▶ **Sustainability** ▶ **Policy coherence**	**Gender sensitivity and responsiveness** **Participation and representation** **Inclusion of hard-to-reach and/or most vulnerable**

Madagascar

Green Works for jobs and community resilience

Key points	
The **Green Works project** in Madagascar used employment-intensive investment strategies to provide socio-economic relief to vulnerable communities affected by drought and economic hardship. The project created 960 jobs through the construction and rehabilitation of essential rural, agricultural and green infrastructure.	Investments in green infrastructure helped to revitalize critical infrastructure for water access and agriculture, and helped communities and the sectors they rely on become more resilient and adaptable to climate change.
Programme/project	**Sectors**
▶ Green Works project	Agriculture; Green infrastructure.
Responsible organizations	
▶ Japan International Cooperation Agency; ▶ ILO.	
Implementing partners in Madagascar	
▶ Ministry of Water, Sanitation and Hygiene; ▶ Ministry of Agriculture and Livestock.	
Active dates	
▶ 2022–2023	

Country snapshot

Madagascar ranks among the world's most climate-vulnerable countries, facing frequent extreme weather events such as cyclones, droughts, floods and rising temperatures that severely threaten agriculture and rural livelihoods. The Grand Sud region is particularly affected, with recurrent droughts driving acute food insecurity and malnutrition. In 2021–22 alone, more than 2 million people faced severe hunger due to the combined effects of climate change and COVID-19-related shocks. Agriculture, which employs 80 per cent of the population, mostly as smallholder farmers, is undermined by declining productivity, land degradation and poor infrastructure.[26]

From 2019, three consecutive years of climate-aggravated drought prompted widespread crop failure, rendering more than a million people in the country's south critically food insecure and spurring forced migration. The pandemic worsened the crisis by disrupting coping mechanisms, while low vaccination rates (just 1.7 per cent in late 2021) heightened public health risks.

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[26] World Bank, Country Climate and Development Report: Madagascar – Background Note: Climate-Smart Agriculture, November 2024.

Practice in action

In response, the ILO, supported by Government of Japan, launched the Green Works project, a resilience-building intervention in the drought-affected districts of Amboasary and Bekily. The project aimed to improve agricultural productivity, create jobs and strengthen climate adaptation by investing in agricultural infrastructure, including enhanced irrigation systems and erosion control measures. In parallel, the project addressed immediate humanitarian needs, promoting sustainable livelihoods while supporting immediate recovery.

The Green Works project used an employment-intensive investment approach to create jobs by focusing on two major infrastructure works in the target districts. The Sakatalia initiative involved clearing canals of silt and debris to restore efficient water flow and improve irrigation efficiency; while the Ampisopiso initiative rehabilitated and expanded irrigation infrastructure to enhance water distribution for farming communities. To support long-term sustainability, the project delivered hands-on training in construction, irrigation maintenance and green infrastructure management. Youth and local workers were equipped with the skills needed to operate and maintain the rehabilitated systems, building local capacity for water resource management. Technical and financial support helped local entrepreneurs scale up agricultural production, most notably through the construction of two greenhouses, which yielded an additional 8 tons of organic vegetables during the 2023 growing season.

The Green Works project not only created employment opportunities, but also reinforced sustainable water management practices, improved agricultural productivity and increased community resilience to climate-related challenges.

Impact at a glance

- 960 green jobs were created for vulnerable individuals (including 523 women) affected by drought and COVID-19 in the areas of road and canal construction, tree planting, reforestation, vegetable and fruit production.
- 300 individuals (125 women) were trained in water, land and waste management techniques, as well as in cultivating vegetables, fruits and flowers.
- The average income of project beneficiaries increased by 40 per cent between 2022 and 2023.
- 24 km of canals were built to enhance water access and reduce landslide risks.
- 18 hectares of trees were planted to curb soil erosion, restore forest landscapes and strengthen green infrastructure.
- Anti-erosion infrastructure and installed water reservoirs reduced the risk of landslides by 30 per cent and improved access to drinking water for many families.

Why it worked

✓ **Sustainable outcomes**

This Green Works project directly tackled severe drought, food insecurity and unemployment in one of Madagascar's most climate-vulnerable regions. By combining green job creation with climate resilience strategies – particularly in water management, agroecology and sustainable infrastructure – the project contributed to lasting livelihood improvements while advancing SDGs 2, 6, 8 and 13.

Inclusive approach

✓ **Inclusion of hard-to-reach and most vulnerable**

The project provided direct economic opportunities to those most affected by drought, climate change and the socio-economic impacts of COVID-19. By targeting communities in the Amboasary and Bekily districts, the project prioritized employment for vulnerable individuals, including women, youth and households affected by displacement due to environmental and economic hardship.

✓ **Participation and representation**

The project actively involved local communities throughout both the planning phase and the implementation phase. Residents contributed to the design of climate adaptation measures, ensuring that infrastructure projects reflected community needs. Women played a significant role, especially in reforestation and greenhouse farming, increasing their representation in decision-making. The project also strengthened local governance by encouraging ownership of climate adaptation initiatives, fostering long-term sustainability through community-driven solutions.

Resources

Decent Jobs for Youth, "Green Works in Madagascar".

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▶ *Participants employed through the Green Works project in Madagascar building climate-resilient rural infrastructure.*

Philippines

From recovery to development through sustainable coconut production

Key points	
The **Rebuilding a Better Coconut Economy in Siargio project** combined disaster recovery with long-term development strategies to rebuild the coconut sector, foster sustainable jobs, and promote a just transition in an ecologically fragile island. Short-term interventions combined cash-for-work restoration programmes, capacity-building on value-added coconut products, and social protection enrolment, while longer term strategies focused on multi-stakeholder dialogue, value chain development and partnerships.	Aligned with the Sustainable Tourism Agenda of Siargao Island, the project fostered a multi-stakeholder dialogue platform to collectively develop solutions for promoting gainful employment, reduce waste, and transform the coconut sector from a symbol of poverty to a driver of prosperity.
Programme/project	**Sector**
▶ Rebuilding Better Coconut Economy in Siargiao project	Agriculture
Responsible organizations	
▶ Japanese Ministry of Health, Labour, and Welfare; ▶ ILO.	
Active dates	
▶ 2023–ongoing	

Country snapshot

The Philippines faces severe and multi-dimensional impacts from climate change – economic, environmental and social. Without effective adaptation measures, the country is projected to lose up to 6 per cent of its gross domestic product (GDP) annually by 2100.[27]

These risks were starkly illustrated in December 2021 when Super Typhoon Rai (locally known as Typhoon Odette) struck Siargao, a small island in the southern Philippines protected under the National Integrated Protected Areas System. The typhoon unleashed catastrophic damage, and among the hardest hit were vast coconut farms, a key pillar of the local economy.

While national and international aid flowed in after the disaster, much of it was short-term and insufficient to support long-term recovery, particularly in the coconut sector. For nearly two years, the industry remained stagnant, lacking the resources to restore livelihoods or build resilience, which exacerbated poverty on the island.

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[27] Philippines, Climate Change Commission, "Climate Change Impacts".

Practice in action

Recognizing this gap, the ILO, together with the Government of Japan, developed the Rebuilding Better Coconut Economy in Siargao project. The initiative provided targeted support to restore the island's coconut sector through a comprehensive integrated approach that addressed both immediate recovery needs and long-term resilience.

In the short term, the project partnered with the Philippine Coconut Authority to complement its seedling distribution programme. To generate immediate income for affected workers, the ILO implemented a cash-for-work initiative that engaged community members in replanting coconut trees and rehabilitating the damaged industry, promoting economic recovery and restoring essential natural resources.

Beyond replanting efforts, the project provided technical training in good agricultural practices (GAPs) and OSH to improve productivity and resilience within the sector. Producers were also trained in coconut-based culinary skills to diversify their income, and were enrolled in social protection schemes such as social security and health insurance. These interventions provided short-term stabilization while also laying the groundwork for a stronger safety net to withstand future challenges.

For long-term recovery, the project partnered with key institutions to support green market development, green job creation and increased social protection. A value-chain assessment informed the mobilization of stakeholders into working groups to explore opportunities in non-traditional coconut products, such as virgin coconut oil-based soap, coco candy and coconut charcoal briquettes, positioning the sector to transition into value-added production.

To encourage intersectoral collaboration, a dedicated forum was held to link the coconut and tourism industries, highlighting the potential for sustainable coconut promotion with waste management opportunities. Collaborations were also established with Department of Trade and Industry and the Technical Education and Skills Development Authority to gain access to relevant technical and entrepreneurial training.

Through partnerships with other ILO initiatives on formalization, just transition and digitalization of MSMEs, coconut producers in Siargao could benefit from broader support, enabling an inclusive and resilient green economy.

By combining immediate recovery measures with a forward-looking comprehensive development approach, the ILO's project not only revitalized Siargao's coconut sector but also contributed to community resilience and established a sustainable path for long-term economic growth.

Impact at a glance

- By the end of 2024, the following had been achieved: 81 people (20 women, 11 youth) were employed through the cash-for-work restoration programme and enrolled in social protection schemes. Of these, 75 were employed in land preparation and coconut tree planting, while six were assigned as monitors to ensure compliance with OSH and GAP standards.
- 27 people (eight women, 11 youth) completed the culinary training on coconut-based cuisine.

▶ *Coconut candy entrepreneur in Siargao.*

- Three industry working groups were established within the coconut sector to guide value chain development.
- Registrations in social protection schemes quadrupled as subsequent projects scaled up and institutionalized the mechanisms established by the initiative.

Why it worked

✓ Relevance

The project supported green jobs and skills for green jobs promotion by fostering sustainable agricultural practices, enhancing value chains and increasing climate adaptation efforts through a multi-stakeholder, participatory approach that addressed both short-term and long-term needs. By gaining buy-in from both local and national governments, and by partnering with aligned projects and programmes, the initiative was able to scale up its results.

✓ Innovation

The initiative was innovative in addressing jobs, social protection and just transition through an integrated approach to rebuilding the future of the coconut industry in a small island setting, a common agenda for many tourism-driven islands in the Philippines and other coconut-producing countries.

Inclusive approach

✓ Social protection

The project integrated social protection mechanisms as a cornerstone of its short- and long-term strategies. By facilitating the enrolment of vulnerable coconut producers in social security and health insurance schemes, such as Social Security System (SSS), PhilHealth and the Pag-IBIG Fund[28], the project provided more secure conditions for them to actively participate in the sector's recovery.

Services were delivered through the Siargao Social Protection Services Caravan, which brought together key agencies such as E-Gov PH[29], PhilSys[30] and the Department of Labour and Employment. The caravan offered a range of services, including issuing SSS numbers, handling loan and benefit inquiries, registering new members and supporting access to virtual Pag-IBIG services.

This integrated approach informed the expansion of services under the Rise from Multiple Crises through the Integrated Formalization of the Informal Economy with Social Protection and Decent Work in the Philippines project, which ultimately facilitated 340 registrations across various social protection schemes.

Resources

- Project webpage: ILO, "Rebuilding Better Coconut Economy: Integrated Inclusive Recovery Model from Super Typhoon Rai (Odette) and Overlaying Crises".
- ILO, "Tatak Siargao, Sustainable Siargao: Bridging between Coconut and Tourism Stakeholders' Forum".

Contact

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28 The Pag-IBIG Fund is a government agency that provides savings and housing loan services to Filipino workers.

29 E-Gov PH is a centralized digital platform for accessing government services.

30 PhilSys is the National ID system.

Iraq

Building resilience through policy and finance for green jobs and entrepreneurship

Key points	
As part of Iraq's broader recovery and resilience strategy, the ILO has been operating across the macro, meso, and micro levels to foster an enabling policy environment and build institutional capacity to support a transition to a greener economy with decent work opportunities and relevant skills for young people.	Emphasis has been placed on promoting green entrepreneurship through the creation of green loans and the development of green business development services. Training initiatives have also been utilized to develop PES and vocation training capacity in relation to green jobs and skills for green jobs.
Programme/project	**Sectors**
▶ Italian Agency for Development Cooperation, European Union; ▶ UNHABITAT	Green economy; Renewable energy; Waste management.
Responsible organizations	
▶ ILO; ▶ Ministry of Labour and Social Affairs; ▶ Ministry of Environment, Youth Supreme Council;	▶ Central Bank of Iraq; ▶ Ministry of Trade; ▶ Iraqi Federation of Industries.
Active dates	
▶ January 2023–present	

Country snapshot

Iraq faces significant vulnerability to climate change, with extreme heat exceeding 45°C, declining rainfall, and intensifying hazards such as droughts, floods and dust storms. Agriculture, which employs 20 per cent of the workforce, is particularly impacted, with a 2021 drought exacerbating crop and livestock losses and river flows projected to decline by 50 per cent by 2030.

Iraq's economic and environmental challenges are compounded by a heavy dependence on oil, which over the last decade has accounted for 99 per cent of exports, 85 per cent of the Government's budget and 42 per cent of GDP.[31] The country has also been saddled with high unemployment, particularly among youth, with unemployment rates reaching 13.5 per cent in 2024.[32] A major obstacle to building resilience has been the lack of a cohesive and strategic approach among national institutions to promote sustainable development and the greening of the economy. There were no clearly defined roles or objectives in these directions among key national stakeholders such as government bodies, public employment services (PES), educational institutions, financial entities and businesses, thus preventing effective action.

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31 World Bank, "The World Bank in Iraq".

32 ILO, "Press Release on Five Years of Promoting Decent Work in Iraq: A Journey of Resilience, Partnership and Impact", 7 March 2025.

Practice in action

In response, the ILO engaged with a wide range of national partners to support policy reform and strengthen institutional capacities to develop the green economy. This approach was delivered through a broad strategy that addresses policy gaps, fosters institutional and financial support for the growth of green MSMEs, and opens opportunities for youth and women in the green economy through greater access to skills development, business services and financial services.

At the policy level, the ILO supported the government in developing a new MSME policy focused on green businesses and greening business practices. It also worked to lay the groundwork for Iraq's national green economy action plan.

The ILO also worked with the Central Bank of Iraq and other financial institutions to raise awareness about green businesses and to encourage the development of green loan products for new green businesses or for greening of businesses. These efforts included capacity-building for financial institutions and the Ministry of Labour's Loan Department with the support of targeted training materials in collaboration with the International Training Centre of the ILO (ITCILO).

Public employment services (PES), which are central institutions for a functioning labour market, were engaged across all governorates, including Baghdad, and acquired new capacities to promote jobs in the green economy. PES counsellors benefitted from a new "training of trainers" programme on jobs in the green economy, which was based on the ILO's *How to Work in the Green Economy?* guide,*33* but tailored for young people in the Iraqi context. PES counsellors have since applied this training to raise awareness among young jobseekers about green sector opportunities and to help employers identify emerging green occupations and skills needs.

The contents of the *How to Work in the Green Economy?* guide were also disseminated more broadly via animated videos targeting Iraqi youth, covering topics such as the green economy, green entrepreneurship, green jobs and skills for green jobs. These videos reached over a million viewers through the social media channels of the ILO, the Ministry of Environment and the Ministry of Labour.

The ILO also collaborated with business development services (BDS) providers to deliver a "Green Business Camp" focused on integrated green business models and principles, thereby equipping participants with tools for promoting sustainable enterprise development. More than 700 trainees were introduced to green business concepts through the Green Business Camp initiative, enhancing the capacity of BDS providers to support sustainable enterprises and fostering a network of green entrepreneurs to further support green job creation in the MSME sector.

The ILO also supported Vocational Training Centres (VTCs) in designing and delivering new training programmes on waste management and solar system installation. The VTC in Basra is now offering specialized training to over 500 youth, integrating green economy courses into its curriculum.

Impact at a glance

As of 2025, the following has been achieved:

- A new MSME Development Policy was formulated by the Government with the engagement and ownership of key employers' organizations and entrepreneurial organizations.
- Agreements reached with the Central Bank of Iraq and two financial institutions opened up loan access to 150 green businesses, and encouraged other financial institutions to develop green loan products for MSMEs.

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33 ILO, How to Work in the Green Economy? Guide for Young People, Job Seekers and Those Who Support Them, 2022.

- 80 PES counsellors underwent training of trainers on the green economy. Through these, more than 700 youth (40 per cent women) acquired new knowledge about the green economy, its principles and their application across sectors.
- A new PES centre was also established in Basra, which is receiving ongoing technical support to promote opportunities in green jobs.
- These institutional and policy-level results were accompanied by direct interventions including, among others, the delivery of trainings on green business and financial education to more than 700 Iraqi entrepreneurs (Green Business Camp), ensuring the participation of a high ratio of women entrepreneurs (45 per cent).

Why it works

✓ Relevance

The ILO's activities worked to address the pressing needs of southern Iraq, which is severely impacted by climate change. By strengthening local capacities and promoting inclusive green employment, the approach not only supports economic recovery and transformation but also enhances resilience to environmental and economic shocks.

✓ Sustainability

By embedding green principles into government policy and institutional systems – such as those of PES centres, financial institutions, business development service providers and training institutions – the initiative fosters the long-term commitment of key institutional stakeholders to promoting green jobs through the growth of green businesses and of a skilled workforce.

✓ Policy coherence

The ILO's efforts are supporting the country's broader sustainable development goals by aligning with and reinforcing Iraq's national policies, in particular through the MSME Development Policy, which in turn provides a framework for the development of green business action plans.

Inclusive approach

✓ Gender responsiveness

The ILO's work is promoting equal access to green economy opportunities for both men and women by fostering a policy and institutional framework that encourages the active participation of women in the green economy through inclusive training programmes and initiatives supporting green business growth.

✓ Participation and representation

Stakeholder engagement has been ensured in different activities across a broad range of institutions, including the Chamber of Commerce, the Iraqi Federation of Industry, the Iraqi Federation of Commerce (with outreach at chambers at the governorate level), and with several industry chambers. The Supreme Council for Youth has been active in reaching out to young persons, and multiple channels are being used to maximize engagement, such as through local government, social media platforms, educational institutions, job fairs and campaigns like Financial Inclusion Week.

✓ **Inclusion of hard to reach and/or most vulnerable**

The ILO is working to promote the provision of targeted green economy training and financial support to youth and to persons with disabilities, promoting inclusive access to the labour market.

Resources

- كيف تعمل في الاقتصاد الأخضر في العراق *Green Economy in Iraq*, 2023 – in Arabic)
- Animation videos – ILO, "Awareness: Green Economy".:
  - Episode 1
  - Episode 2
  - Episode 3
  - Episode 4
- ILO, "Empowering Women Entrepreneurs in Southern Iraq", 7 March 2024.
- ILO in Iraq, "EU-Funded Project in Basra Set to Transform Services for Job-Seekers", 13 March 2025.
- ILO in Iraq, "Activities on the International Day of Micro, Small, and Medium Enterprises", 3 July 2024.

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