



International
Labour
Organization

SNAPSHOT 2014

Employment Creation through the Promotion of
**SUSTAINABLE
ENTERPRISES**
in Southern and Eastern Africa



Copyright © International Labour Organization 2014
First published 2014

Publications of the International Labour Office enjoy copyright under Protocol 2 of the Universal Copyright Convention. Nevertheless, short excerpts from them may be reproduced without authorisation, on condition that the source is indicated. For rights of reproduction or translation, application should be made to ILO Publications (Rights and Permissions), International Labour Office, CH-1211 Geneva 22, Switzerland, or by e-mail: pubdroit@ilo.org. The International Labour Office welcomes such applications.

Libraries, institutions and other users registered with reproduction rights organisations may make copies in accordance with the licences issued to them for this purpose. Visit www.ifrro.org to find the reproduction rights organisation in your country.

ISBN: 978-92-2-128861-9 (print)
978-92-2-128862-6 (web pdf)

ILO Cataloguing in Publication Data

Employment creation through the promotion of sustainable enterprises in Southern and Eastern Africa: snapshot 2014, International Labour Organization, ILO DWT for Eastern and Southern Africa and ILO Country Office for South Africa, Botswana, Lesotho, Namibia and Swaziland. Pretoria: ILO, 2014

International Labour Organization; ILO DWT for Eastern and Southern Africa and ILO Country Office for South Africa, Botswana, Lesotho, Namibia and Swaziland

employment creation / youth employment / entrepreneurship / green jobs / women workers / decent work / small enterprise / sustainable development / development project / role of ILO / Namibia / South Africa R / Zambia / création d'emploi / emploi des jeunes / esprit d'entreprise / emplois verts / travailleuses / travail décent / petite entreprise / développement durable / projet de développement / rôle de l'OIT / Namibie / Afrique du Sud R / Zambie / creación de empleos / empleo de jóvenes / capacidad empresarial / empleos verdes / trabajadoras / trabajo decente / pequeña empresa / desarrollo sostenible / proyecto de desarrollo / papel de la OIT / Namibia / República de Sudáfrica / Zambia

The designations employed in ILO publications, which are in conformity with United Nations practice, and the presentation of material therein do not imply the expression of any opinion whatsoever on the part of the International Labour Office concerning the legal status of any country, area or territory or of its authorities, or concerning the delimitation of its frontiers.

The responsibility for opinions expressed in signed articles, studies and other contributions rests solely with their authors, and publication does not constitute an endorsement by the International Labour Office of the opinions expressed in them.

Reference to names of firms and commercial products and processes does not imply their endorsement by the International Labour Office, and any failure to mention a particular firm, commercial product or process is not a sign of disapproval. ILO publications and electronic products can be obtained through major booksellers or ILO local offices in many countries, or direct from ILO Publications, International Labour Office, CH-1211 Geneva 22, Switzerland. Catalogues or lists of new publications are available free of charge from the above address, or by e-mail: pubvente@ilo.org

Visit our website: www.ilo.org/publns

Printed in South Africa on a certified FSC 100% recycled paper.

Table of contents

ILO’s analytical framework and implementation strategy.....	2
Overview of ILO’s project portfolio	5
The Youth Entrepreneurship Facility	7
The Free State SME Development Project – promoting business, creating jobs.....	11
Initiative to support green economy transition in Namibia by boosting the productivity of SMEs providing waste management services in Windhoek	15
Promotion of Decent Work in the South African Transport Sector.....	18
Zambia Green Jobs Project	21
Public Procurement and the Social Economy Project in KwaZulu-Natal, South Africa	23
Women Entrepreneurship Development and Economic Empowerment.....	26
Sustaining Competitive and Responsible Enterprises – South Africa	29
Law-Growth Nexus: labour law and the enabling business environment for MSMEs.....	32
Decent jobs for youth and improved food security for all through the development of sustainable rural enterprises.....	35



ILO's analytical framework and implementation strategy

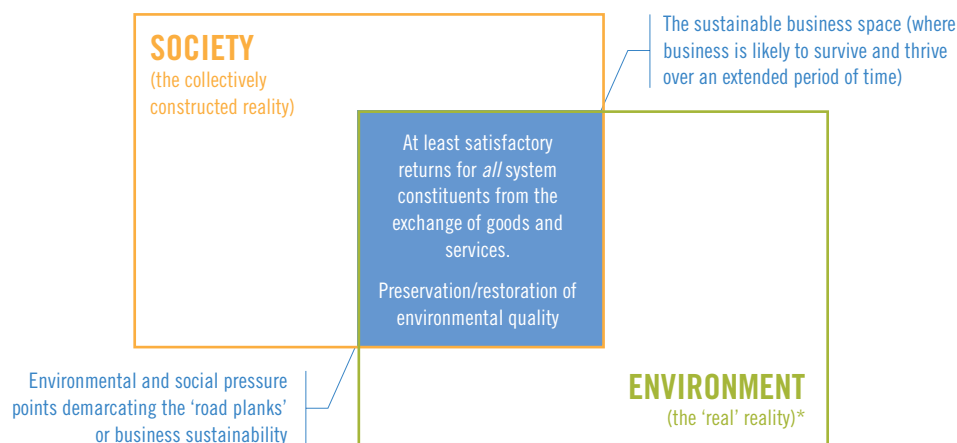
See how markets work by the people for the people

The International Labour Organization (ILO) is a value-based organisation. Its interventions are driven by a common goal – to improve the framework conditions for and the living conditions in the world of work. The work of the enterprise development team and its projects is governed by this common goal which articulates itself in a people-centred but market-driven approach towards development.

Under this approach, economic interaction is not a phenomenon on its own, but forms part of a network of other functional social systems like the education or the political system, which in their entirety constitute society. All systems within the society and thus society itself are inextricably linked to, and draw from natural

resources. The economic sub-system can therein be conceived as a specific web of people exchanging goods or services with the purpose of generating added value. As compared to conventional models, this approach assumes that economic goals are essentially a yardstick of the utility of social interaction, rather than being separable from social and environmental goals. As a result, people's interaction and their efforts to balance social and environmental interests in their economic interaction are key to sustainable business development. This process can be characterised by continuous imbalances between both dimensions and oscillate between thresholds for minimum business performance demarcated by a variety of social and environmental pressure points/cornerstones.

GRAPH 1: THE TWO VALUE SPHERES DETERMINING THE SPACE FOR DOING SUSTAINABLE BUSINESS



* Including humans as biological species

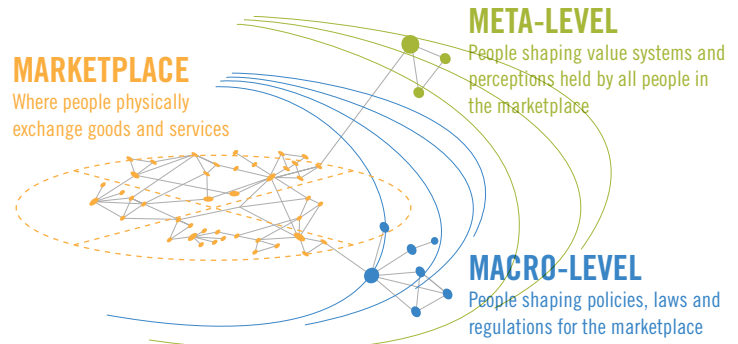
In an attempt to reduce complexity and keep project design and implementation manageable, we group people according to their interests, clustered into representative organisations and plotted on different system levels in line with their core function:

- The **micro-level (or market place)** where people exchange goods and services in order to generate both material and immaterial returns;
- The **macro-level** where the organisations co-ordinate the sector-specific policy, legal and regulatory framework; and
- The **meta-level** where the organisations shape the mindsets and values held by people across the system levels.

The various levels are closely interlinked and in constant interaction, meaning that the exchange of goods and services in the marketplace is determined by policies, laws and regulations, which in turn are shaped by the values and mindsets of all people making up the system and vice versa. Within the web of interaction, the connections between the organisations are multiple and relationships can cut across system levels. Organisations that have strong and multiple connections can also form network hubs within the system.

Organisations stand in a circular relationship with each other, meaning that any action taken within the web of interaction inevitably comes around at a later stage. This is an important element to consider as it emphasises the need to balance social

GRAPH 2: A CLOSER LOOK AT THE WEB OF INTERACTION LINKING SYSTEM STAKEHOLDERS



and environmental goals in order not to create imbalances within the market sphere and spill-overs to other adjacent functional systems, e.g. as a result of excessive disregard for environmental legislation or the violation of fundamental rights at work.

As a response to this highly complex web of interdependencies, ILO's projects in the sub-region focus on linking the principal actors across system levels, measure key performance along environmental and social pressure points, and improve interaction by fostering or establishing connections between principal stakeholders and network hubs.

From analysis to implementation – tying the knots between system levels

Within ILO market system development interventions the major emphasis is on facilitating dialogue and collective action among stakeholders and linking people within value-chains. All our projects therefore follow a distinct sequence of actions to unlock intrinsic market forces and enhance self-reinforcing processes that contribute to sustainable enterprise and market-systems development. The exemplary steps are illustrated in Graph 3.

Most enterprise development projects in the sub-region are strategised along the three analytical levels, translated into a structure of three interlinked strategic pillars:

- Within the meta-level interventions, we cluster activities that aim at a sustainable change of perceptions and mindsets of organisations and the people towards a specific topic or enterprise development in general;
- The macro-level has a policy focus and thus pools measures to facilitate a more conducive policy, legal and regulatory framework for doing sustainable business; and
- The micro-level strategy pillar contains interventions that enhance capacity within the economic sub-system for an improved supply with, and stimulated demand for (sustainable) business development services.

In order to stimulate systemic thinking among key stakeholders and development partners, a cross-cutting strategy pillar can be added.

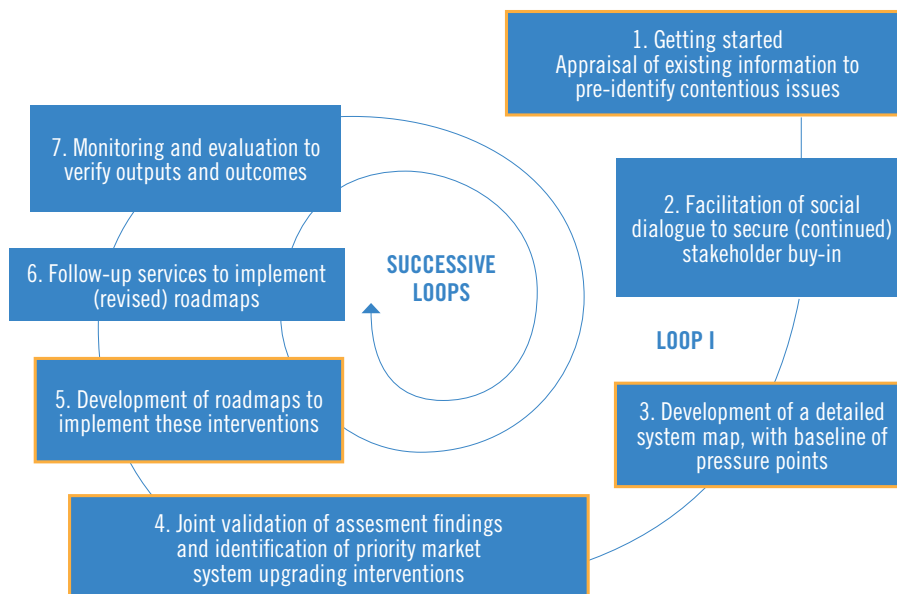
The projects presented in this report will show some distinct variations in their strategic setup, thus best responding to the overall context and extra-systemic requirements as well as the specific needs of stakeholders and beneficiaries.

Beyond the strategic approach towards sustainable enterprise development, the ILO's interventions are fully compliant with and inclusive of cross-cutting concerns, including the following:

- **Gender equality:** Our projects seek to promote gender equality by shaping mindsets and values towards the role of women, by refining discriminatory policies, laws and regulations, and by facilitating equal access to business support services;
- **HIV/AIDS:** The ILO's projects contribute to mitigate the risk of HIV/AIDS infections, e.g. by embedding awareness messages into advocacy campaigns, and by mainstreaming HIV/AIDS into business development training and advisory services;

- **Informal economy upgrading:** The interventions include components to raise awareness about and nurture a culture of compliance with the Policy Legal Regulatory Framework (PLRF), and to 'induce' compliance through micro-level incentives (e.g. access to finance, business links) as well as by facilitating macro-level policy reform; and
- **Environmental sustainability:** Our projects acknowledge the fact that all economic ventures inevitably draw on their natural environment for producing goods or services. Preserving the stock of natural resources is therefore the cornerstone for economic viability over the medium or long term. Likewise, the preservation and improvement of environmental quality can translate into new business opportunities. Our sustainable enterprise development projects seek to sensitise local stakeholders for the environmental pressure points of local market systems, as well as for the business case underpinning green practices and the entry of markets for green goods and services. They furthermore seek to capacitate business development service (BDS) providers to strengthen the capacity of their clients to exploit upcoming green business opportunities.

GRAPH 3: STEPS OF THE MARKET SYSTEMS DEVELOPMENT PROCESS



Overview of ILO's project portfolio

Enterprise development high on constituents' agenda

Employment promotion is a priority throughout the Eastern and Southern African sub-regions covered by the ILO's Decent Work Support Team (DWST) for Southern and Eastern Africa. The Decent Work (Country) Programmes emphasise employment promotion for youth and women as well as people with disabilities, and enterprise development has been identified as strategic to facilitating job creation in practice. Whilst the largest part of activities is directed towards micro, small and medium enterprises (MSMEs) at all levels of business maturity (including prospective entrepreneurs), interventions also include assistance for larger enterprises as well as not-for-profit business ventures.

The ILO's constituents in the region have six main recurrent themes that they prioritise for their work on enterprise development:

(1) promotion of social economy enterprises, (2) promotion of young entrepreneurs, (3) promotion of women entrepreneurship, (4) promotion of rural enterprises, (5) promotion of an enabling policy environment, and (6) sector-specific competitiveness improvement initiatives. Adjacent to these priority areas, constituents also attach importance to facilitating entrepreneurs' access to finance.

It is this diversity of needs and the interdependence between the overall objective of employment creation and other goals enshrined in ILO's Decent Work Agenda which require interventions on sustainable enterprise development to be multi-dimensional and open to seek mutual benefits between employment promotion, social protection and the realisation of rights at work.

The ILO's response – a concerted portfolio on sustainable enterprise development

The ILO's current portfolio of sustainable enterprise development projects in Southern and Eastern Africa constitutes a comprehensive response to common challenges and local needs. With an increasing focus on **sub-regional approaches** it promotes policy co-ordination and coherence, as well as the exchange of best practices and the development of cross-border networks while allowing for tailored interventions according to national frameworks and the needs of stakeholders on the ground. As of end 2013, three larger-scale sub-regional projects were in their implementation phase:

- The **Youth Entrepreneurship Facility (YEF)** for Eastern Africa, including activities in Kenya, Tanzania and Uganda;
- The **Portworker Development Project** covering South Africa and Mozambique; and
- The **Women Entrepreneurship and Gender Equality Promotion** project in Kenya, Tanzania and Uganda.

Two additional sub-regional projects were under development, namely a rural tourism business development initiative covering Southern African Trans-Frontier Conservation Areas, and a rural enterprise development programme covering selected agricultural value chains in Southern African Development Community (SADC) countries.

These multi-country initiatives are complemented by a variety of **national- or sub-national level** projects that focus primarily on sectoral interventions and technical assistance to enhance employment creation through local economic development. The major national level and sub-national level projects are:

- The promotion of **co-operatives** and other social economy enterprises in KwaZulu-Natal, South Africa;
- The **Free State SME Development Project**, South Africa;
- The promotion of **green jobs in the construction sector** in Zambia;

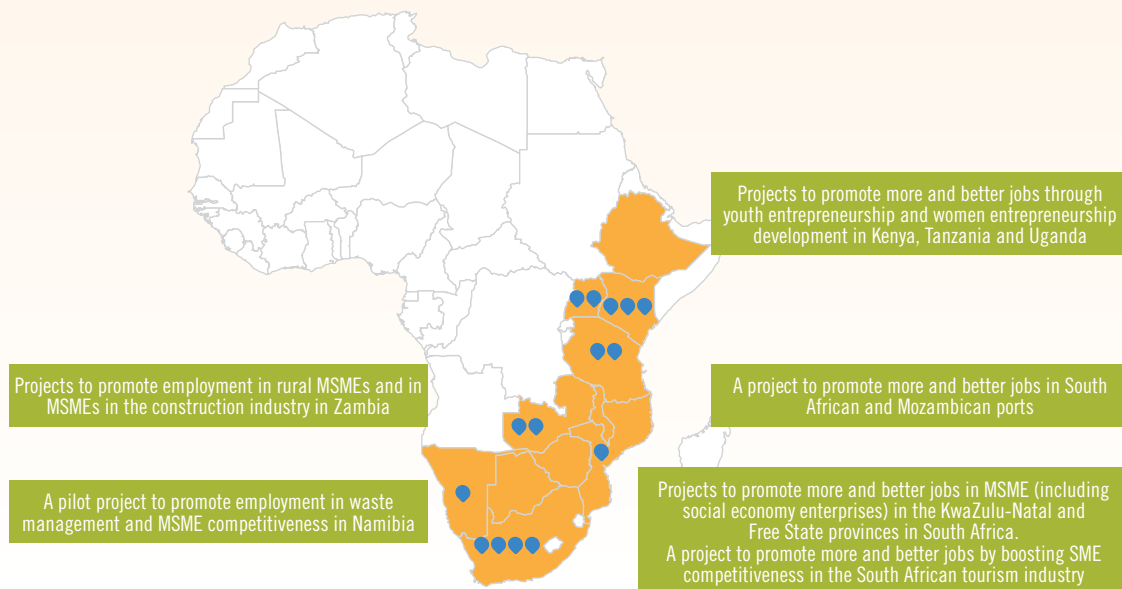
- The promotion of **food security and employment through MSME development** in Zambia;
- The promotion of **employment in MSME through labour law reform** in Kenya; and
- The support to **waste management SMEs** in Namibia.

The majority of projects is implemented on behalf of the ILO's development partners, and therefore largely draw financing from extra-regular budget technical co-operation funds. The ILO contributed additional regular budget resources for country-level activities according to the provisions made for the biennium 2012–2013. In total, the portfolio for enterprise development projects in Eastern and Southern Africa carries firm commitments amounting to approximately USD60 million. Major pipeline initiatives include draft projects to promote sustainable business practices in the Zambian and Mozambican extractive industries, a project to promote employment in the emerging green economy of South Africa, and a youth employment promotion project in Uganda. Pending approval of these initiatives, the project portfolio will significantly expand in coming years.

Beyond the implementation of projects on the ground, the team also made a significant contribution to knowledge dissemination, policy advisory services and research at national, regional and international level through regular participation in conferences, workshops and seminars, as well as inputs to internal and external stakeholders and research programmes.

Through its concerted efforts and the respect for links between the various dimensions of decent work, the DWST could contribute significantly to its overall objective – the creation of net employment in the sub-region, resulting in approximately 9,000 new jobs. Beyond this overarching goal, the activities proved to be successful in many other aspects. In total 7 million people were reached with advocacy messages on sustainable enterprise development, 3,600 trainers were trained in the application of various proven ILO tools and approaches for enterprise development and 57,000 beneficiaries were reached with technical assistance and capacity building for improved business development services. In addition, nearly 12,000 enterprises reported a growth of their business, ultimately improving income levels for workers and owner-managers.

Snapshot of the enterprise development project portfolio of the ILO



The Youth Entrepreneurship Facility

DATES:

January 2010–December 2014

ORIGIN OF FUNDS:

DANIDA

COUNTRIES:

Kenya, Tanzania and Uganda

PARTNERS:

Ministry of Labour and Employment in each project country, social partners, youth and entrepreneurship-oriented private sector organisations, NGOs, international development partners, business development service (BDS) providers, financial institutions

PROJECT TARGETS:

45,000 young people through BDS providers, 15,000 gained access to finance, 23,000 jobs, 11,500 new businesses created

The Youth Entrepreneurship Facility (YEF) is a regional project implemented in Kenya, Tanzania, and Uganda through collaboration between the ILO and the Danish Africa Commission. The project seeks to address youth unemployment through entrepreneurship and business skills development initiatives.

Currently the project is in its second implementation phase. The first phase was implemented between 2010 and 2011. The project is envisaged to improve the perceptions of young women and men regarding entrepreneurship, whilst enhancing the national education systems to groom entrepreneurial talent. As a result of the project interventions, youth employment policymakers and promoters should be in a better position to make evidence-based decisions to improve resource allocation and programme design. Furthermore, youth organisations will be enabled to provide innovative BDSs; and more young women and men will be empowered to establish and manage sustainable enterprises.

Changing the mindset of youth towards entrepreneurship

Over the past four years, the project has achieved and exceeded many of its outputs. Through awareness creation campaigns on entrepreneurship, it managed to reach more than 1.8 million young people, both in rural and urban areas. These campaigns were conducted through the media and through forums targeting both in- and out-of-school youth. To ensure buy-in from the youth, considering that this is a group that needs attractive and innovative approaches, the project also ran approximately 45 business plan competitions in Kenya, Uganda, and Tanzania. The competitions were aimed at enticing young people to step up and develop business ideas from which to create jobs for themselves and fellow young people. Through these events, more than 300 young people were identified as role models or success stories, and many of them were profiled to motivate others to take up the entrepreneurial spirit.

Through all these interventions it is estimated that more than 50 percent of the youth changed their mindsets regarding

entrepreneurship. A recent impact survey showed that at least 56 percent established new businesses as a result of the entrepreneurship campaigns and training.



ILO Director-General, Guy Ryder, with YEF beneficiary, Max Samale

2.4
jobs created
per enterprise

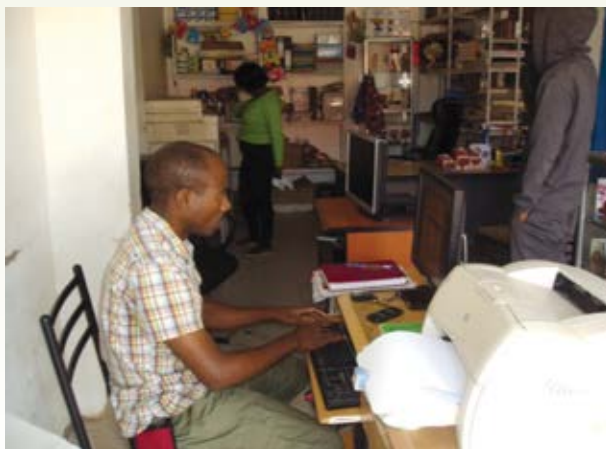
1.8 million
young people were
reached through
entrepreneurship
promotion messages

56%
of the trained
youth started new
businesses

Entrepreneurship mainstreamed in school curricula

YEF's entrepreneurship education component educates in-school youth on entrepreneurship and how it can be a career option for them when they leave the education system. In Uganda, the project supported government to review and reintroduce the entrepreneurship subject at senior levels 5 and 6. In 2012, at least 25,000 pupils from more than 1,000 schools benefitted from revised entrepreneurship classes, and similar targets were achieved

in 2013. Tanzania used a slightly different approach by promoting entrepreneurship as a life skill through education. Government mainstreamed entrepreneurship in selected key subjects from primary to secondary level. The pilot project is currently running in 128 schools, where an estimated 27,809 students have benefitted. Plans are under way to roll out the programme, facilitate more teacher training, and ultimately expand to more schools.



One of the youth beneficiaries



Hugo Mohamed Upole, a youth beneficiary

Business development services and access to finance: Key factors in starting and improving youth businesses

It is generally argued that more than two thirds of small and medium-sized enterprises do not survive beyond their first birthday. In order to prevent this, YEF focuses on developing and rolling out non-financial training to the youth in project countries through certified trainers. Through the ILO's Start and Improve Your Business (SIYB) training series, the project reached more than 30,000 young people in Kenya, Tanzania, and Uganda in partnership with government, financial institutions, BDS providers and youth organisations.

In Uganda, Centenary Bank, which has outreach programmes in most parts of the country,

adopted the SIYB series for client training. The Ministry of Gender, Labour and Social Development, with support from the ILO, developed a training module on entrepreneurship skills for young people to access government youth funds. To date, the programme has reached more than 4,500 young people. In Kenya, Equity Bank, though the Equity Group Foundation, positively welcomed the SIYB training series and enrolled their staff as trainers. Since 2012, the trainers have trained over 7,000 young entrepreneurs. Kenya Women Finance Trust Fund (KWFT), another YEF partner, is empowering women through a revolving fund for renewable energy technologies.

65%
of the beneficiaries
who applied for
external finance
were successful

In Tanzania, community banks are working closely with YEF, and projects include youth-friendly financial products developed by the Kilimanjaro and Mwanga Community Banks. The Equity Bank partnership was extended to Tanzania, and to date, 250 women and youth entrepreneurs have received training.

As another value-add, the project established an online application through which young people can access the SIYB series. This internet-based training complements the in-class training already in place, as well as full-time learning of the module. The platform is currently being tested and should be launched in 2014. The motivation behind the development of this interactive site is to provide for follow-up and feedback between trainees and trainers, and to avoid compulsory in-class and full-time modules when trainees attend the training.

THE YEF-EXPERIENCE OF A BENEFICIARY:

"I have previously attended a number of entrepreneurship training programmes, some of which I paid a lot of money for. In one of the programmes they taught thousands of us in a single venue how to make shampoo, soap and batik clothes in like an hour. How could thousands of people learn the same business? Who will sell? So I thought all entrepreneurship training courses were of that nature, and I decided that I was not going to waste my time or money to attend more. That was until I heard of the ILO SIYB training series. I attended because I thought it might have something different, and it sure did. For the first time I felt self-aware and was taught the key principles of business, like marketing, business planning and costing. Immediately I decided that I'm going to have my own business!"

– Max William Samale

Promoting innovative employment creation solutions among the youth

YEF supports young people to develop and implement innovative business ideas through a competitive grant scheme. Successful projects will be replicated and scaled up for the broader benefit of other young people. Through this approach, new businesses owned by young people will be started, while jobs will be created for others. The Youth-to-Youth Fund targets youth-led, non-profit organisations with innovative ideas that manage projects on behalf of their members or beneficiaries. Examples of the projects established range from fish ponds, crab fattening and horticulture to arts and crafts businesses. These projects serve as examples to many young

people who can then establish similar or different ventures. To date, the fund has issued 72 grants in Kenya, Tanzania, and Uganda, which benefited more than 7,000 young people. The fund also strengthened the capacity of 99 youth organisations that benefited from entrepreneurship, project management, and grant management training by participating in the multi-step proposal selection process.

More than
30,000
youth were trained
on Start and Improve
Your Business (SIYB)

753
BDS providers were
trained

Three evaluation
clinics were
conducted reaching
180
participants



Youth celebrating after SIYB graduation

72

grants were signed
with youth-led
organisations to
promote innovative
projects

Evidence generation for policy advocacy on youth employment

Presently, policy fine-tuning to address the needs of the youth and employment creation is a key discussion point world-wide. Like many other projects, YEF appreciates the role of policymakers in promoting an enabling environment for young people to benefit and be empowered. YEF conducts rigorous impact evaluations to generate valuable information on what works and what does not work in youth employment. To date, the project has undertaken nine impact evaluations to generate

evidence-based support for policymakers. The policy briefs are shared with policymakers and the wider public, and the belief is that they provide workable solutions to be adopted, or ideas for changes to be made in favour of the youth. To ensure that the impact of evaluation knowledge endures, the project has trained more than 180 professionals in East Africa to establish a knowledge base and promote impact evaluation as a method for exercising evidence-based advocacy.



Participants in the green business plan competition 2013 stand up for an energising dance to refresh their minds before the next session

PUBLICATIONS:

- *SIYB Impact Survey*
- *Are you in search of a Green Biz Idea: A resource guide*
- *Promoting Green Entrepreneurship: First lessons from the Youth Entrepreneurship Facility in Kenya 2010–2011*

FOR MORE INFORMATION, PLEASE CONTACT

Mr Jealous Chirove, Chief Technical Advisor: chirove@ilo.org
www.yef africa.org
www.ilo.org/daresalaam
<http://moodle.itcilo.org/siyb>

The Free State SME Development Project – *promoting business, creating jobs*

DATES:

July 2011–June 2014

ORIGIN OF FUNDS:

Flanders International Cooperation Agency (FICA)

COUNTRIES:

South Africa, Free State province

PARTNERS:

Office of the Premier; Departments of Economic Development, Tourism, Environmental Affairs, Education, and Social Development

BENEFICIARIES:

Aspiring and established entrepreneurs, SMEs and their employees

High unemployment levels remain a challenge in South Africa, where the national unemployment rate constantly hovers around 25 percent. With 60 percent of the country's population under the age of 35, the youth unemployment challenge is even higher. More than 31 percent of the youth (equivalent to 3.3 million young people aged between 15 and 24 years) are “neither in employment, education nor training” (National Economic Education Trust).

The Free State SME Development Project was designed to support provincial partners from the public and private sectors to create sustainable enterprises as a means to job creation. The overall objective of the three-year project is to create decent employment opportunities for historically disadvantaged population groups. The project aims to nurture a stronger culture of entrepreneurship among young people; create a business-enabling environment for small and medium enterprises (SMEs); strengthen the capacity of local organisations to provide sector-specific and gender-sensitive business development services (BDSs); and support aspiring and established entrepreneurs to develop innovative business ideas that create more and better jobs.

startUP&go entrepreneurship education

One of the desired outcomes of the project is a more entrepreneurial mindset among young men and women in terms of improved attitudes towards the merits of entrepreneurship, increased entrepreneurial intentions, and more young people starting formal enterprises – in short, higher levels of entrepreneurial activity among the youth. In close partnership with the Department of Education, the project introduced the startUP&go entrepreneurship education package to grade 10 and 11 pupils in schools across the Free State, reaching 5,595 children (2,462 boys and 3,133 girls) in 2013. The objective is to better prepare school leavers for the transition to the labour market where formal employment opportunities are scarce. On the one hand, the

package equips young people with the necessary competencies to identify and pursue business opportunities, and on the other hand imparts valuable life skills that lead to increased employability and satisfaction with their career choices. startUP&go is based on experiential learning methodologies such as entrepreneurship games and business simulation exercises aligned with national curriculum priorities to foster entrepreneurial attitudes, qualities and competencies among learners.

5,595

students participated
in startUP&go

10

publications
on SME development

A five-year quasi-experimental and longitudinal impact assessment was designed to evaluate whether learners' attitudes towards entrepreneurship, their entrepreneurial intentions and ultimately entrepreneurial activity increase more as a result of startUP&go compared with a more traditional textbook approach. Baseline

data on 17,206 learners were collected from project and control group schools. The magnitude and methodology of the study is globally unique and will demonstrate the long-term impact of experiential entrepreneurship education on labour market outcomes.



SME Observatory of South Africa launched

The SME Observatory of South Africa

In support of creating a more enabling business environment, the project worked closely with its implementing partners, the Departments for Economic Development, Tourism and Environmental Affairs and the Centre for Development Support (CDS) of the University of the Free State, using funding from National Treasury, to establish the SME Observatory of South Africa. The observatory is the first of its kind in Africa and was launched on 3 December 2013. The objective is to make dedicated resources and research capacity available to improve monitoring of the economic performance of SMEs in the Free State

and thereby inform evidence-based decision-making for private sector development. It will assess market trends, the performance of specific economic sectors and sub-sectors, as well as how the policy, regulatory and legal framework is assisting or hindering SMEs to perform and create employment. Annual monitoring of SMEs and thematic research in key sectors are being carried out. To this effect, the observatory published a total of ten papers in 2013 and a red tape survey of more than 400 firms was conducted to calculate the compliance cost for enterprises in the Free State.

The BDS Provider Challenge Fund

In 2013, the BDS Provider Challenge Fund was launched to support BDS providers to develop SME services that will lead to employment creation in the project's target sectors, namely agribusiness, construction, social economy, tourism and waste recycling. Two calls for proposals were launched, including one for women's entrepreneurship development, to develop demand-driven BDSs; improve the effectiveness and impact of BDSs delivered to SMEs; to create sustainable market exchange for commercial BDS providers where SMEs pay for services rendered; and ultimately to support SMEs to create more jobs. A total of 30 BDS providers is currently supported to deliver services to close to 1,000 SMEs and baseline data for each enterprise have been collected in order to assess the employment creation impact.

Assisted
30 BDS providers,
reaching
1,000 SMEs

Under this component, the project has been working in close collaboration with the Department of Social Development to train young people in social entrepreneurship development. A 12-month course was attended by 203 young men and women, covering how to identify and develop social business ideas and ultimately start their own social enterprises. The project is currently supporting the establishment of social enterprises in areas such as community sports facilities, township gyms, and community bakeries and has established close partnerships with the Sports for All Foundation, the South African Women Enterprise Network and Virgin Active who are mentoring and providing BDSs to the young social entrepreneurs.

The 2013 Free State enterPRIZE Job Creation Challenge

Early in 2013 the enterPRIZE Job Creation Challenge was launched through which entrepreneurs were encouraged to focus on where they could fill gaps in their markets and seize unexploited or under-exploited opportunities. They were invited to 'think out of the box' and be innovative. The competition was sponsored by companies such as Microsoft, Harmony, Deloitte, PETCO, Blue Pencil and AxizWorkgroup. Other organisations working towards successful entrepreneurship, such as the Black Management Forum, Mangaung/Bloemfontein Chamber of Commerce and Industry, the Afrikaanse Handelsinstituut, the National African Federated

Chamber of Commerce and Industry, the Central University of Technology and University of the Free State also provided sponsorship.

Ten workshops, with more than 1,100 participants in total, were held throughout the Free State to assist entrepreneurs in entering the competition. In addition, a competition website was created to generate interest amongst the public and support

43
winners and runners-up
received funding and
aftercare support



549

applications received for the enterPRIZE Job Creation Challenge

the drive for online entries. In April alone the website received 581,328 hits. Print and radio advertising were also used to attract interest and raise awareness of the importance of entrepreneurship in the province. A total of 549 entries was received from eligible residents of the Free State. Prizes could be won in 14 different categories and winners and runners-up were required to present and pitch their business ideas to 14 expert panels. Key stakeholders were approached to serve as judges, and their involvement helped to raise awareness of the opportunities that lie in supporting emerging and established businesses. Each category had a 1st, 2nd and 3rd prize and 40 percent of all prizes were won by women, of whom six won a first prize. The sector categories were agribusiness, construction, ICT, social entrepreneurship, tourism, and waste recycling. Prizes were also awarded to the best young entrepreneur, best woman entrepreneur, best start-up business, best aspiring entrepreneur, best new entrepreneur, best established entrepreneur, most innovative business, and best green business. To build the necessary capacity and support implementation of the business plans, an aftercare programme was developed to provide support to winners and runners-up by experienced mentors with the relevant skills and expertise. The competition raised much-needed interest and awareness in entrepreneurship in the Free State, and provided budding

entrepreneurs with the necessary start-up capital and support to take their businesses to the next level. The enterPRIZE Job Creation Challenge will be run again in 2014.

The project funders, Flanders International Cooperation Agency (FICA) and the Jobs Fund of South Africa, approved a second phase of the project. The financial contribution of FICA and the Jobs Fund, amounting to a total of \$12.75 million, will see the continuation of the project in the Free State and its expansion to two additional provinces.

PROFILE OF AN ENTERPRIZE CHALLENGE WINNER:

Zandile (24) owns a business, Magtitude, which sells out-of-print magazines at an affordable price to the youth, specifically students and learners, and provides them with an opportunity to read top magazines at an affordable price. The magazines offered by Magtitude are mainly content-rich magazines and contain articles and reports that remain relevant well after the expiry date of the edition. While the publishers require that these be removed from outlet stores, they are still highly relevant to students. Many of the publishing houses are required to recycle the back-copies of magazines, which is costly compared to providing them to the secondary market offered by Magtitude. Zandile currently employs four part-time staff members and believes she can create over 100 jobs based on her business model, which provides for a range of opportunities from marketing to sales. Most of these jobs would be for young people and students, providing them with much-needed income while pursuing their academic goals.

PUBLICATIONS:

- *Review of the efficiency and effectiveness of past and ongoing SME development initiatives in the Free State province* (four separate reports: Synthesis Report, Literature Review, Field Work, and Annotated Bibliography)
- *Opportunities and constraints for development of the **Tourism Sector** in Mangaung and Matjhabeng municipalities*
- *Analysis of value-chain upgrading opportunities for the creation of employment in the **Agribusiness Sector** in Mangaung and Matjhabeng municipalities*
- *Opportunities for employment creation through SME development in the **Construction Sector**, Free State*
- *Unrecognised waste management experts: challenges and opportunities for small business development and decent job creation in the **Waste Sector** in the Free State*
- *The potential of non-profit organisations in the Free State province to adopt a **social enterprise** approach*
- *An analysis of the supply and demand of products and services to nurture a **culture of entrepreneurship** amongst the youth of the Free State province*
- *An analysis of the co-ordination and collaboration between SME development programmes in the Free State*
- *The State of Youth Entrepreneurship in the Free State – a baseline study of entrepreneurial intentions and activity amongst young men and women*
- *Stock-take of South African and Free State-specific policies, laws and regulations with a direct bearing on SME development*

FOR MORE INFORMATION, PLEASE CONTACT

Mr Jens Dyring Christensen,
Chief Technical Advisor:
dyring@ilo.org

Ms Julie Williamson,
National Programme Officer:
williamson@ilo.org

Ms Winni Sereeco,
National Programme Officer:
sereeco@ilo.org

Mr Siyabulela Klaas,
Financial and Administrative Assistant:
klaas@ilo.org

www.startupandgo.co.za
www.facebook.com/startupandgo
www.enterprizejobchallenge.co.za

Initiative to support **green economy transition in Namibia** by boosting the productivity of SMEs providing waste management services in Windhoek

DATES:

January 2013–December 2013

ORIGIN OF FUNDS:

ILO (RBSA), Embassy of Finland

COUNTRIES:

Namibia

PARTNERS:

Ministry of Labour and Social Welfare, City of Windhoek, Namibian Employers' Federation, National Union of Namibian Workers, Trade Union Congress of Namibia and Embassy of Finland in Namibia

BENEFICIARIES:

20 SMEs, 750 employers and workers



Namibia is renowned for its stunning natural surroundings, which attract millions of tourists every year. The country is less known for another top ranking attraction – its cleanliness. Windhoek is widely considered to be one of the cleanest cities in Africa, in part thanks to a sophisticated, market-based waste management system. However, the picture is less rosy when taking a closer look: unemployment, environmental degradation, and decent work deficits are prevalent throughout the country.

This ILO project in the waste management sector aimed to counter the prevailing high levels of unemployment and decent work deficits – especially among the youth – by unlocking the potential for job creation and improving working conditions in the green services sector.

Enhanced productivity, better workplace co-operation, and increased compliance with laws and safety provisions were at the core of the project, which directly interacted with 20 waste management SMEs. In total, the project reached approximately 750 workers and employers in Windhoek, Oshakati, Walvis Bay, and Swakopmund. It also aimed to enhance people's and policymakers' appreciation of the green economy as a driver for decent employment.

Together with the ILO's traditional tripartite partners, the project built close relationships with the City of Windhoek and its Solid Waste Management Division, as well as other ministries involved in the green economy. The Environmental Investment Fund of Namibia, civil society stakeholders and development partners were also actively involved in the project, which was supported by the Embassy of Finland in Windhoek.

100,000
Namibians reached
with advocacy
messages on
job creation
opportunities in
the green economy

Think green, think me

Awareness about and appreciation for opportunities arising from a shift to a green economy ultimately creates demand for green products and services and enhances political will to create the right framework conditions and incentive structures that increase the potential for green job creation.

The project supported policy-level interventions to promote green sector support. Notably, the National Employment Policy included green jobs as a strategic pillar in the country's approach to the reduction of unemployment and the provision of decent job opportunities for all.

In the light of this policy initiative, the ILO and the

Embassy of Finland supported a national workshop on green jobs with the theme *Unlocking the employment creation potential of the emerging green economy in Namibia*.

The workshop shared national, regional, and international best practices and gave action-oriented advice for future activities. Participants formulated recommendations for future actions, such as conducting a Green Jobs Assessment. Advocacy messages through media coverage and tailored information material on green jobs reached up to 100,000 people, especially through newspapers and TV.



Green jobs mean decent jobs

Productivity starts with people. A happy, healthy workforce is a major contributing factor to business success and allows them to be competitive. Although Namibia, and specifically the City of Windhoek, has sophisticated legal provisions in place that set the guiding framework for the successful operation of green

businesses, SME compliance is low due to a lack of knowledge of the regulations and how to apply them. A rapid assessment showed that labour legislation was unknown to many workers and employers in the City of Windhoek's waste management system.

The project therefore commenced with the training of 38 representatives from 19 SMEs, including owner-managers and employees, on the Labour Act. Participants increased their knowledge by more than 50 percent, making them more acquainted with the legal texts and empowering them to investigate these documents independently on an as-needed basis. Subsequently, participants disseminated their knowledge within the companies and shared Labour Act booklets in local languages with their fellow workers.

Occupational Safety and Health (OSH) remains a major concern for companies in the waste management sector due to the daily contact with potentially noxious material and the operation of machinery or tools. It was found that while most workers and employers are familiar with basic OSH rules, these rules are rarely followed to the extent necessary. To tackle this, OSH audits were

conducted on the 19 ward contractor SMEs involved in the initiative, and a tailored training programme was developed. This training provided 38 participants with the necessary tools to address compliance gaps identified in the audit. As a means to disseminate the knowledge gained among all workers, a Code of Conduct was developed and rolled out in the participating companies to improve the understanding of basic OSH rules and of everybody's responsibility in securing a healthy and safe working environment.

750

employers and workers trained on policies and laws, safety and health matters, as well as measures for workplace co-operation

Collective action for collective success

Recycling services in Windhoek and three other Namibian cities are provided on an industrial scale by one medium-sized enterprise. It employs approximately 300 people and continuously strives to enhance its internal productivity – making it an ideal candidate for the ILO's Sustaining Competitive and Responsible Enterprises (SCORE) training package.

Using the SCORE tools, the working environment of the company's facilities was assessed, and representatives from management and workers were assisted in forming Enterprise Improvement Teams (EITs). Facility-specific action plans were developed within the four EITs, which focused on improved communication between workers and management, for example by means of message boards and suggestion boxes. Better housekeeping was prioritised to reduce costs, ease

work processes, and enhance safety at the workplace. As a result, a co-operative working culture is emerging that will assist in reducing operating costs and improving workflows over time.

The ward contractors' and employees' knowledge about the City of Windhoek's Solid Waste Management Policy proved to be very low, depriving the companies of possible growth potential and challenging the City of Windhoek's aims of increased reuse and recycling rates. With the support of the ILO, the City of Windhoek conducted a workshop on the basic rules and roles as defined in the policy and waste management hierarchy. On this basis, owner-managers and workers jointly identified approaches to exploit existing potential for business growth and employment creation in waste management that can act as a starting point for future business development.

4 Enterprise Improvement Teams (EITs) established and action plans developed

PUBLICATIONS:

- *Decent Work in Waste Management – A Baseline Study on the Ward Contractor System in the City of Windhoek*

FOR MORE INFORMATION, PLEASE CONTACT

Mr Nico Westphal, Associate Expert: westphal@ilo.org

Promotion of Decent Work in the South African Transport Sector

DATES:

December 2010–December 2013

ORIGIN OF FUNDS:

Flemish and Dutch governments

COUNTRIES:

South Africa

PARTNERS:

Transnet, South African Transport and Allied Workers Union (SATAWU), United Transport and Allied Trade Union (UTATU), School of Port Operations (Transnet), STC Rotterdam, Port Training Centre Antwerp, SERV Ports Commission

BENEFICIARIES:

Employees and managers of the Transnet Port Terminal – Durban Container Terminal

In 2010, the ILO launched the Port Work Development (PWD) Project at the Durban Container Terminal (DCT) in South Africa. The project was launched in response to the DCT's weak competitive market position due to technical and human resource constraints, including low productivity as a result of a lack of skills and confrontational workplace relations.

At the request of Transnet, South Africa's state-owned transport company, the ILO launched a project to boost the competitiveness of the DCT, which is responsible for the operation of the container terminal facilities in Durban. With two thirds of all South Africa's in- and outbound sea transport passing through Durban, the city hosts the largest container terminal in Southern Africa.

The project aimed to build the capacity of trade union and management representatives by using social dialogue principles and practices, such as mutual gains negotiations. It furthermore focused on enhancing productivity at the container terminal by training managers and workers on organisational goal alignment and performance management. Since the skills set among port workers was sub-optimal compared with the requirements of the global market in which the DCT operates, the project aimed at introducing state-of-the-art training, such as the Port Work Development Programme, Basic and Advanced Planner Training, and Mission-directed Work Teams.



Improving worker-employer relationships – a question of ‘give and take’

Despite a challenging work environment at the DCT, characterised by mistrust between workers and employers and a generally negative mindset towards change and high staff turnover, the project achieved a significant improvement in the relationship between workers and management.

Due to the volatile trust relationship, separate training events on social dialogue were organised for workers and employers at the start of the project. However, due to the improvement in relations between these parties, workers and employers jointly participated in collective social dialogue events towards the end of the project.

The social dialogue mechanism enhanced the ability of both parties to resolve conflict. A survey revealed that workers have become increasingly satisfied with respect to social dialogue mechanisms (from 53.3% to 80%). Furthermore, over the duration of the project, the rate of unionised workers at the DCT increased from 88.2% to 95.0%; the staff turnover rate at the DCT dropped from 2.92% to 1.98%; and the number of days lost due to industrial action at the DCT dropped significantly, from 13.5 days in 2010 to zero.

At the start of the project, the approach was to obtain results at the cost of the other party ('we win you lose'). Yet, over time,

trade unions and DCT management learnt to search for mutual gains and win-win solutions, based on the principle of 'give and take'.

WHAT MANAGEMENT SAYS:

"The PWD Project has been extremely useful to us, particularly in capacity building by way of training under the various modules such as the Port Work Development Programme (PDP), Mission-directed Work Teams (MDWT) and Basic and Advanced Planner Training. By virtue of supporting us to build an in-house pool of trainers, we are now not relying so much on consultants and have been able to save as much R40 million a year. Our partnership with the ILO has been very positive and has not been one-sided. It has been characterised by a very good partnership and no dictatorship. We shared responsibilities quite well. We look forward to continued partnership in this project and hopefully others." – Transnet Management

Number of days for industrial action reduced to
Zero
as a result of improved social dialogue and the search for win-win solutions

Efficiency through staff training – increasing customer satisfaction

The project introduced internationally accredited training programmes, and 182 trainers from the School of Port Operations and the DCT were trained and certified. These trainers, in turn, have trained 1,128 port workers and enhanced their workplace skills.

As a consequence of the training, a 'mission-directed work teams' concept was introduced, including a system to track 'live performance data' at the container terminal, for example the actual number of crane moves, thereby determining how many containers are unloaded on a daily basis. The DCT also established forums of relevant stakeholders, through which to resolve the bottlenecks identified by the 'live data' system. This resulted in an increase in customer satisfaction from 54.5% in 2011 to 65.9% in 2013.

WHAT WORKERS SAY:

"The PWD Project has been very good to us, especially from the point of view of training and exposure tours. Training in social dialogue has been particularly useful. It has been an eye-opener. Before the project, we always tended to use militant approaches in our interaction with Transnet. It has really changed our attitude. Through social dialogue training, especially in negotiation skills, and study tours in Belgium, I now know that we can achieve a lot more through peaceful dialogue with Transnet. The project has been like a spotlight to both Transnet management and SATAWU members as it has helped us to understand what we need to improve for the betterment of the DCT. We really need a second phase."

– SATAWU representative

Increase in customer satisfaction from 54.5% in 2011 to
65.9%
in 2013

5%

more jobs created
in the Durban
Container Terminal

Creating employment instead of safeguarding jobs

During the lifetime of the project, all workers at the DCT retained their jobs, while the container terminal achieved a 5% increase in the total number of jobs.

In light of the achievements of Phase I, the ILO

has secured a second phase which will focus on expanding the coverage area of the project to other port terminals in South Africa as well as the Port of Maputo in Mozambique.



FOR MORE INFORMATION, PLEASE CONTACT

Mr Neeran Ramjuthan, Chief Technical Adviser:
ramjuthan@ilo.org

Zambia Green Jobs Project

DATES:

June 2012–August 2017

ORIGIN OF FUNDS:

Government of Finland: Ministry of Foreign Affairs

COUNTRIES:

Zambia

PARTNERS:

Government of Zambia (Ministries of Commerce, Trade and Industry; Labour and Social Services; Lands, Natural Resources and Environment; Local Government and Housing and Finance), Employers' organisations (Zambia Federation of Employers; National Association of Medium and Small Scale Contractors; Association of Building and Civil Engineering Contractors; Zambia Institute of Architects), Workers' organisations (Zambia Congress of Trade Unions; National Union for Building, Engineering and General Workers) and UN agencies (UNCTAD; ITC; UNEP and FAO)

BENEFICIARIES:

Micro, small and medium scale contractors (National Council for Construction (NCC) level 4, 5 and 6), architects and productive MSMEs along the building/construction value chain

The Zambia Green Jobs Project, which was officially launched by the ILO Director-General in 2013, is a partnership between the Government of Zambia and selected United Nations (UN) agencies, including the FAO, UNEP, UNCTAD and ITC. The project is led by the ILO, with financial assistance from the Government of Finland, and is aimed at promoting more and better jobs for inclusive and green growth in sectors where goods and services can be produced with an environmental benefit.



Winners of the 2012 ECOHome Design Competition Awards

Advancing a just transition to inclusive green growth and job creation

The Zambia Green Jobs Project promotes the creation of green and decent jobs through the development of micro, small and medium enterprises (MSMEs) in building construction. The project enhances the productivity of MSMEs through better working conditions, while competitiveness and sustainability is promoted through a shift towards greener business models that thrive using green building practices, materials and technologies. This ensures that these businesses contribute to inclusive green growth and job creation, while preserving and improving the quality of the environment in Zambia. The Zambia Green Jobs Project facilitates and builds the capacity of finance and business development service providers that support some 3,000 MSMEs in the construction value chain.

Many challenges and opportunities exist in the construction sector, and there is great potential for green jobs MSME development. The sector has contributed over 20 percent to Zambia's GDP growth in recent years, and demand for housing will remain stable as a result of a backlog of 1.3 million dwellings until 2030. The sector is an excellent enabler for the creation of broad-based wealth and jobs due to its high labour intensity, low entry barriers for semi-skilled and unskilled labour, and large number of MSMEs. It can also facilitate the reduction of greenhouse gas emissions in the built environment through the promotion of eco-friendly building materials, services, goods and technologies such as energy saving devices, renewable energy and water conservation. The sector is, however, prone

to industrial accidents and injuries, and workers are amongst the most vulnerable to ill health and poverty, specifically when it comes to maternity, disease, unemployment, disability, and old age. This challenge presents opportunities to improve workplace safety and for better social protection of workers, improving the quality of jobs in general.

The project collaborates with the Zambia Institute of Architects and the Copperbelt University School of Built Environment, with technical assistance from the VTT Technical Research Centre of Finland and UN Habitat, to strengthen the capacity of local architects to design water and energy efficient, quality and affordable living spaces for low- and middle-income families in Zambia.

A tested, systematic approach to job creation

Following a tried and tested systematic approach, the project comprises three distinct areas.

The first is aimed at shaping attitudes, practices and behaviour towards a higher appreciation of green buildings and its related job creation potential. A variety of partners are involved in this activity, ranging from academic and training institutions, the Zambian Environmental Management Agency and environmental educators, to the Zambian Union of Journalists. Besides media messages, awareness raising is based on real life examples through the construction of demonstration houses that incorporate local design and use green building materials and eco-efficient technology solutions.

The second key project area is policy level work, which supports government and quasi-government institutions, led by the NCC. In association with financial institutions, business

development service (BDS) providers, sector associations and workers organisations have initiated a regulatory reform process to promote uptake of green building practices among private and public housing developers in Zambia, based on international best practice examples.

Thirdly, the project works at enterprise level to strengthen the capacities of private sector associations and service providers. Interventions aim at improving MSME access to industry-specific financial services, as well as and non-financial or business development support services. The emphasis is on functional and technical-vocational skills training, sector-specific business services, finance and access to markets. Since the project targets actors along the entire building/construction value chain, the group of ultimate beneficiaries is diverse and includes forest growers, processors, manufacturers and retailers of local building materials.

At the core of our approach – tangible effects for the people

The ILO-led project will create 5,000 new green jobs by 2017 by strengthening enterprise competitiveness and by promoting sustainable MSME businesses along the value chain.

In addition, the project will improve the quality of 2,000 existing jobs by enhancing productivity and working conditions in construction sector MSMEs, and will deepen and extend social protection floors. By 2017, at least 150 buildings will be constructed across Zambia using green building technologies and materials, resulting in a 10 percent reduction in the monthly comparative energy and water utility costs of newly built households or those retrofitted with water, energy saving or renewable technologies.



Zambian Minister of Local Government and Housing, Finnish Minister of European Affairs and International Trade and Zambia Institute of Architects

FOR MORE INFORMATION, PLEASE CONTACT

Mr Tapera Muzira, Chief Technical Adviser: muzira@ilo.org

Mr Karl Pfeffer, UN Co-ordinator: Zambia Green Jobs Project: pfeffer@ilo.org

Mr Evans Lwanga, National Programme Co-ordinator: Enterprise Development: lwanga@ilo.org

Mr Tommy Mateo, Monitoring and Evaluation Officer: mateo@ilo.org

Public Procurement and the Social Economy Project in KwaZulu-Natal, South Africa

DATES:

January 2012–December 2013

ORIGIN OF FUNDS:

Flanders International Cooperation Agency (FICA)

COUNTRIES:

South Africa, KwaZulu-Natal province

PARTNERS:

KwaZulu-Natal Department of Economic Development and Tourism,
eThekweni Municipality and UMkhanyakude Municipalities

BENEFICIARIES:

Emerging social economy enterprises and their members, employees
and clients



The global economic crisis and its aftermath deepened the challenge of decent employment creation in Africa. The Global Jobs Pact, developed in response to the crisis, sets out a framework that ensures linkages between social progress and economic development. A key tenet of this pact is the focus on protecting and growing employment through sustainable enterprises.

Against this background, the need for innovative approaches that combine social and economic objectives is recognised.

Through the South African National Development Plan 2030 (NDP), government has identified employment creation as a top priority given the extent of joblessness and inequality. Deep social inequalities result from the extraordinarily high levels of unemployment and low income levels of many of those who do have jobs. The informal sector, agriculture and domestic work contribute to a third of all employment in South Africa; however, two thirds of the people working in these sectors earn under R1,000 per month. In summary, the South African economy has not created sufficient employment opportunities for its population.

The Public Procurement and the Social Economy (PPSE) Project, is aligned with the NDP by exploring the potential to use public procurement to stimulate the social economy in South Africa. It responds to the New Growth Path, which identifies the social economy as a sector with the potential to create 260,000 jobs and specifically refers to the need to “encourage state procurement from and service delivery through organisations in the social economy”. The project works both on the demand (interpretation of procurement regulations and creating greater procurement opportunities) and supply side (capacity of social economy enterprises to respond to these opportunities). It seeks to develop tried and tested enterprise models that reduce barriers to market entry for social economy suppliers, thereby creating additional jobs. The project initially focuses on KwaZulu-Natal (KZN), with pilot activities in selected districts. The aim is to develop models and approaches that can be applied nationally.

15%

increase in awareness
on the benefits
of using public
procurement to
stimulate the social
economy

Public procurement as a stimulus for employment creation

The project aimed to develop appreciation among policymakers and stakeholders for the role of public procurement as a stimulus for employment creation in the social economy. A number of awareness raising events and training workshops for policymakers and procurement officials were conducted through the project, and led to a 15% increase in awareness of the benefits of using public procurement to stimulate the social economy in the province.



As a result, municipalities and government departments are increasingly sourcing their goods and services from social enterprises. A number of local economic development initiatives have been supported in KZN and other provinces, including a resolution by the former MEC for Education in KZN to use social enterprises to supply vegetables to the school feeding schemes in the province. The Department of Health targets social enterprises to provide cleaning services to local hospitals, and the Tshwane Municipality has ring-fenced R1.1 billion for social enterprises.

One hundred and twenty-nine supply chain officials from KZN were trained on the importance of social enterprises and co-operatives. The aim of the training was to create understanding of what social enterprises are and how they function. The training was used to dispel the myth that social enterprises are not capable of delivering goods and services.

OPENING OF KZN LEGISLATURE 2013:

The former KZN Provincial Premier announced in his State of the Province address that provincial guidelines are being finalised to enable government to procure certain goods and services from only the social economy sector in a competitive and fair process.

A more conducive enabling environment is key to success

The project continues to advocate that procurement officials change their mindset about social enterprises within the existing procurement guidelines. However, ongoing caution remains at provincial and municipal level regarding the use of special measures to promote social enterprises as service providers.

In 2012, the project commissioned legal/policy research to investigate the way in which public procurement can stimulate the social economy in South Africa. The report was published and

widely distributed to policymakers and stakeholders in KZN as well as the rest of the country.

As part of creating an enabling environment for public procurement

from the social economy, the project developed an online database of social enterprises that could fulfil procurement requirements for two pilot municipalities (eThekweni and UMkhanyakude). The aim is to expand the database to cover all social enterprises in the province and roll the project out to the entire province.

129 supply chain
officials trained on
social enterprises and
co-operatives

Increased public procurement goes hand in hand with improved effectiveness of social enterprises

In order to build the capacity of social enterprises to meet public procurement requirements, the project conducted three Training-of-Trainers (TOT) sessions using ILO training tools to build the capacity of training and business development service (BDS) providers in the province. These trainers and BDS providers were trained on the Improve Your Business (IYB), Social Enterprise (SE) and MYCOOP training programmes. The MYCOOP programme was presented in partnership with the ILO's International Training Centre. Sixty-six trainers have been accredited and have reached 3,631 people through social enterprise business advocacy training. Some projects include:

- Community gardens: PPSE, together with the UMhlosinga Development Agency (UMDA), is implementing an agricultural sector social business model in the Umkhanyakude District

Municipality, using National Treasury funding. Three vegetable gardens are currently managed through the pilot business model.

- Waste management: PPSE is working with five local municipalities and 41 waste pickers from these municipalities have been trained on social enterprising and how to use economies of scale to their advantage. Together with the project partner, groundWork, the waste pickers are now able to sell their recyclables directly to recycling centres, which was not the case before PPSE's intervention.

66

trainers trained
in Improve Your
Business, Social
Enterprise and
MYCOOP reaching
3,631 people

PUBLICATIONS:

- *Potential measures that can be taken to use public procurement to stimulate the social economy in South Africa – review of legal and policy framework*

FOR MORE INFORMATION, PLEASE CONTACT

Ms Cebisile Nyambe, National Project Co-ordinator:
nyambe@ilo.org

Women Entrepreneurship Development and Economic Empowerment

DATES:

Phase I January 2012–December 2013
Phase II January 2014–December 2015

ORIGIN OF FUNDS:

Government of Ireland

COUNTRIES:

Tanzania, Kenya and Uganda

PARTNERS:

Government, constituents, women entrepreneur associations (WEAs), business development service (BDS) providers, financial institutions, NGOs

BENEFICIARIES:

Potential and existing women entrepreneurs

The ILO Women's Entrepreneurship Development and Economic Empowerment Project (WEDEE) works towards enhancing economic opportunities for women by supporting women who are starting, formalising and growing their own enterprises and by mainstreaming gender equality into the ILO's Decent Work Agenda on enterprise development.

WEDEE is being implemented in Tanzania, Kenya and Uganda, and has been instrumental in advancing economic development and access to opportunities for women by supporting the establishment and growth of more women-led businesses, enabling them not only to sustain their families, but also to contribute to job creation and economic growth.



Get Ahead training by Kenya Industrial Estates (KIE)



Bright Mziray, SIYB/Get Ahead Trainer from Equity Bank Tanzania

Ensuring outreach – creating awareness and building capacity

WEDEE has reached over 4.3 million women across East Africa through media messages that promote women's entrepreneurship. Some of the flagship promotional tools are organisation of the Month of Women Entrepreneurs (MOWE) and annual events that celebrate success in women's entrepreneurship. MOWE includes entrepreneurship campaigns that reach thousands and are covered by various media, including TV, radio and newspapers. Exhibitions and trade fairs, direct meetings and seminars also form a major part of the MOWE activities and help to promote women's participation in economic development, building businesses and increasing job creation.

Capacity for entrepreneurship development across the three countries is built through WEDEE training for women in enterprise. A pool of 287 Tanzanian, Kenyan and Ugandan GET Ahead trainers was formed through WEDEE. As a result, a total of 2,904 Tanzanian, Kenyan and Ugandan women entrepreneurs were trained to start their own businesses in 2012/13. In Tanzania and Uganda a total of 1,831 women entrepreneurs were trained in GET Ahead, SIYB and IYES, while in Kenya 1,073 women

entrepreneurs received GET Ahead training.

According to a tracer study conducted with women entrepreneurs supported by WEDEE, 80 percent of the women felt that the training gave them the necessary skills and knowledge to better manage their business and family money, and that it boosted their confidence and general self-awareness. A follow-up impact survey shows that one new business was created from every two entrepreneurs trained. 2.04

jobs were created in each of these new businesses, including the job of the business owner. Furthermore, WEDEE supports the strengthening of women's entrepreneur associations to enhance their networks and give them access to new market opportunities nationally and regionally. 43 Women Entrepreneurs' Associations (WEAs) and other relevant organisations were trained and in turn developed action plans to strengthen services to members and to better advocate their interests.

Over
4.3 million
women across East Africa
reached through media
messages that promote
women's entrepreneurship

Strategic partnerships – joining forces for success

Key partnerships have been formed with strategic organisations across the three project countries. Each partner is carefully assessed and selected to ensure they bring in specific and unique strengths and competencies, geared towards promoting and supporting women entrepreneurship development. For instance, the Kenya Federation of Women's Associations (FEWA), Uganda Women's Entrepreneurs Association Limited (UWEAL) and WAMA Foundation in Tanzania support, organise, manage and co-ordinate MOWE projects in their respective countries. In 2012/13, more than 2 million women were reached through MOWE media campaigns promoting entrepreneurship.

In Kenya, about 170 women entrepreneurs were trained in GET Ahead within a randomised control trial. In order to facilitate this, the ILO partnered with six organisations – the Federation of Kenya Employers, Women Enterprise Fund, Kenya Industries Estates, EAGET Trainers Association, the Micro and Small Enterprises Authority and FEWA. Additional partnerships

were developed with organisations such as Deutsche Stiftung Weltbevoelkerung (DSW), UNFPA and UNHCR to reach special groups such as commercial sex workers and refugees.

In Uganda, key partnerships were developed with the Catholic Relief Services (CRS) for a passion fruit farming business that will help young women (including school dropouts) to access

new markets for the fruit through links with large exporters. The ILO also partners with the Uganda Cooperative Alliance and its constituents. Another project partner, the Council for Economic Empowerment of Women in Africa, supports women and the youth through advocacy. Finally, the ILO and the Ministry of Gender, Labour and Social Development, which runs the Youth Entrepreneurship Venture Capital Fund in Uganda, collaborated to provide

entrepreneurship training to 300 young people to assist them in accessing the fund. In total, more than 1,100 women entrepreneurs were reached through BDS providers in 2012/13.

More than
2,900
women entrepreneurs
trained to start their
own businesses

Numerous partnerships in Kenya, Uganda and Tanzania have expanded the reach of the project to women entrepreneurs, especially vulnerable groups

In Tanzania, the ILO partners with the WAMA Foundation to grant access to finance for women entrepreneurs through the FSDT Programme. Through an ILO-Equity Bank partnership, 10 Equity Bank staff members were capacitated as SIYB and GET Ahead trainers. These trainers went on to train 270 women entrepreneurs, 120 of whom received Equity Bank loans to start or expand their businesses. This partnership is part of the WEDEE strategy to create a one-stop shop where women can access both financial and non-financial services under one roof.

Through the project's collaboration with Medecins du Monde to support young, vulnerable women, 50 former drug users and sex workers were reached. WEDEE's collaboration with the ILO/SIDA-funded HIV/AIDS Transport Corridor Project reached over 220 women, the beneficiaries of which also received other services such as voluntary counselling and testing. Those who

tested positive for HIV were referred for care treatment and support.

The services provided by WEDEE are demand driven and the internal collaborations and external partnerships come in handy to reach more women. They provide comprehensive programme support and better access to financial services through loans and grants in order to start up and improve women's business development.

SUCCESS STORY

In July 2013, the ILO trained ten staff members of Equity Bank Tanzania using the Start Your Business and Get Ahead programmes. By the following month, the trainers were already busy in the field and by the end of November 2013, about 252 women entrepreneurs had been trained by the trainers. Out of these, 80 have already accessed finance through the bank's various loan products, while 30 more have submitted applications.



Participants follow the proceedings during the WEA capacity building workshop for CEEWA partner organisations in Kampala, August 2013



Guest of Honour, Hon. Tunu Pinda, admiring the work of art, holding a necklace made of Batik cloth

FOR MORE INFORMATION, PLEASE CONTACT

Mr Jealous Chirove, Chief Technical Advisor: chirove@ilo.org
www.ilo.org/wed

Sustaining Competitive and Responsible Enterprises – South Africa

DATES:

January 2013–November 2013

ORIGIN OF FUNDS:

SECO and NORAD

COUNTRIES:

South Africa

PARTNERS:

National Department of Tourism, Productivity SA, South African National Parks

BENEFICIARIES:

SMEs in the tourism and hospitality industry in Kruger National Park camps, Giant's Castle, Greater Limpopo Trans-frontier Park and Conservation Area, Free State Province



Sustaining Competitive and Responsible Enterprises (SCORE) is a practical training and in-factory counselling project that improves productivity and working conditions in small and medium enterprises (SMEs). The SCORE Project demonstrates best international practice in the manufacturing and service sectors and helps SMEs to participate in global supply chains.

SCORE is a modular training programme that focuses on developing co-operative working relations resulting in shared benefits. The five SCORE training modules cover Workplace Co-operation, Quality Management, Clean Production, Human Resource Management, and Occupational Safety and Health. Each module includes a two-day classroom training component for managers and workers, followed by on-site consultations with industry experts who help to put the training into action in the workplace.

SMEs are especially disadvantaged compared to larger firms when it comes to accessing finance, and often feel the brunt of weak national infrastructure. Similarly, weak regulations and policies can constrain SMEs by diminishing their incentives and/or ability to grow. Finally, it can be harder for SMEs to keep up with new technology, market trends and modern management practices. As a result, many SMEs remain less productive, do not follow a growth path, and experience higher transaction costs and rates of business failure.

At the same time, SMEs make up the majority of enterprises and employ the largest numbers of women and men in most countries. Since labour productivity and wages tend to rise as enterprises get bigger, SME growth is essential for sustainable economic development that leads to the emergence of a large and growing middle class and effective poverty reduction.

More than
38 women-led
enterprises with over
100 owners
and workers have
benefited from
SCORE training

Adapting SCORE in South Africa

Tourism is an employment-intensive services industry with a stated decent work deficit. Next to commercial agriculture and mining, tourism and hospitality services provide the only source of formal employment in rural areas in South Africa and the wider sub-region. Given the importance of the tourism sector to the South African economy, the SCORE Project was specifically adapted to this sector. It focuses on wildlife parks and was piloted in various clusters throughout the country, including Madikwe Game Reserve, Amakhala Game Reserve and most recently in the Kruger National Park and Giant's Castle. Adaptation for South Africa includes the development of a module on Business Sustainability through Community Engagement and Responsible Tourism.

Since its inception, the SCORE Project has positively impacted on and contributed to improved working conditions and increased productivity in the various clusters in which it was implemented.

The project's activities are aligned with those of key actors in the South African tourism sector, and the ILO partners with institutions such as Southern African National Parks (SANParks), Productivity SA, the Southern African Wildlife College (SAWC) and the Southern Cross Foundation, to offer SCORE training to enterprises. The training modules are also presented through the South African National Department of Tourism in its training of enterprises on responsible tourism principles.

The adapted training modules were verified and approved by the Tourism Enterprise Partnership (TEP) before being launched. SAWC supplemented its existing training programmes by accrediting and incorporating the SCORE modules, whilst the Southern Cross Foundation uses the modules for training in its African Ivory Route (AIR) cluster. In addition, Productivity SA signed an MoU for SCORE to act as a recognised training service provider.

In view of the importance of dialogue and mutual agreement between workers, employers and government authorities, tripartite mechanisms were initiated to supervise SCORE Project implementation. The ILO is enhancing partnerships with line ministries such as the Departments of Labour and Environmental Affairs, Water Affairs and Forestry, to mainstream SCORE principles and strengthen inter-ministerial co-ordination.

To date, 11 trainers from partner organisations have been trained through the SCORE Project, and they can now train

management and employees in tourism enterprises on all five SCORE modules and the application of the 5S/Kaizen principles. In total, more than 38 enterprises and over 100 owners and workers have benefited from SCORE training. The implementation of training in new geographic clusters expanded the outreach to an additional 50 trainees and 11 enterprises.

Through strengthened Camp Improvement Teams, working conditions and business productivity have improved. This includes improved record keeping and the creation of a healthy and safe working environment. Staff morale and communication between employers and workers was improved in the seven camps in the Nxanatseni region of the Kruger National Park that initially participated in SCORE training in the framework of the ILO SCORE and South African National Parks (SANParks) partnership. Case studies documenting progress and best practices were developed for future training and social marketing.

In partnership with the ILO's Women Entrepreneurship Development and Economic Empowerment Project (WEDEE), training on workplace co-operation for women-owned tourism enterprises was co-facilitated through SCORE.

The partnership with WEDEE saw the full-scale implementation of the South African-developed module on Business Sustainability through Community Engagement and Responsible Tourism. These training activities were made possible through the support of the same department. One of the key highlights of the project was the introduction of a gender equality session that was well received and that will form an integral part of future training interventions.

7 camps in the Kruger National Park received Certificates of Good Workplace Practice

VOICES OF BENEFICIARIES:

"This place was a complete mess before 5S. One of the problems was that we did not separate spent light bulbs from the new ones. Many times one of the maintenance team would get to a guest chalet to replace a blown light bulb, only to find that the one he'd taken off the shelf was also blown and had to come back all the way to the storeroom to fetch new ones." – Martin, Letaba, Camp Electrical Storeroom

"I really was not convinced that SCORE would have any value for my business. It took one day of training to change that view completely. My business has definitely benefited through doing things more efficiently, greater staff involvement and better customer service." – Andrew Attwood, Antbear Guest Lodge owner

Expanding SCORE beyond 2013

In 2013, SCORE South Africa began preparations for Phase II by hosting a consultative planning workshop followed by a series of partnership discussions and the development of a business plan that establishes the foundation for activities from 2014 onwards. In addition to this, the SCORE Project's enterprise training in the

new Maloti-Drakensberg Trans-frontier Park cluster was consolidated and expanded to new sectors, such as waste management, in the framework of the ILO's green jobs initiative in Namibia.

SCORE
was piloted in the
waste management
sector and women
entrepreneurship
interventions

PUBLICATIONS:

- *Improving working conditions and productivity in small and medium enterprises in the South African Tourism Sector – case studies*

FOR MORE INFORMATION, PLEASE CONTACT

SCORE National Project Co-ordinator, ILO Pretoria Office
+27 (0) 12 818 8000
www.ilo.org/SCORE

Law-Growth Nexus: labour law and the enabling business environment for MSMEs

DATES:

LGN Phase II: March 2011–November 2013
LGN Phase III: December 2013–January 2016

ORIGIN OF FUNDS:

NORAD

COUNTRIES:

LGN Phase II: Kenya and Zambia
LGN Phase III: Kenya

PARTNERS:

Ministry of Labour in each project country, social partners, construction and transport sector organisations, non-governmental organisations, international development partners, business development service (BDS) providers, priority sector regulators

BENEFICIARIES:

MSME owner-managers and their workers

Laws and regulations can influence the capacity of enterprises to create productive, durable and decent jobs. Labour law is an important component of the broader enabling environment for sustainable enterprise development. However, a major debate remains around how to promote compliance with existing labour laws and regulations, while at the same time ensuring growth and sustainable development of enterprises necessary for the creation of decent jobs. Many small business owners fear that compliance with regulations will erode their business' bottom line. The key policy concern here is how to strike a balance between minimising the cost of the regulatory burden on industry for enhanced competitiveness and growth, without compromising the laws and regulations designed to protect workers. This is the puzzle that the Law-Growth Nexus (LGN) Project looks to solve through a win-win formula for both business owners and workers.

Improved
perceptions
among MSMEs
about labour law

Does the LGN Project cover all MSMEs?

The project targets mainly micro, small and medium enterprises (MSMEs) since the sector is a source of employment for many of the world's workers. However, LGN Phase II strategically focused on one MSME priority sector in each project implementation country – in Kenya

it focused on the public transport sector (commonly known as the 'matatu') and in Zambia on the construction sector. These priority sectors were chosen by country stakeholders because of their high levels of decent work deficits and significantly high employment creation potential for a variety of people, including low-skilled workers. Although LGN Phase II covered just these two sectors, lessons learnt are applicable across the broader MSME sector and will be applied across more sectors in LGN Phase III.

Developed **training toolkits** for sector-specific
MSME labour law training

The challenge of casualisation

In Kenya, the project baseline survey indicated that although the matatu sector employed hundreds of thousands of people and has huge job creation potential, the jobs in the sector were precarious, with high levels of casualisation. LGN engaged in a strategy of massive popularisation of labour laws and directly worked with matatu stakeholders to catalyse transformation in the sector's employment behaviour. An assessment conducted in Kenya at the end of 2013 indicated some improvement in terms of the implementation of terms and conditions of work. This can be attributed to the work done through the LGN Project to create higher exposure to the labour laws amongst industry players.

The LGN Project also addressed the challenge of casualisation of labour in Zambia. In a study commissioned by the LGN II Project, the casualisation situation in Zambia is described as follows:

"... the employer enters into and continually renews verbal, short-term contracts with the employee to perform what is essentially long-term work. From the worker's perspective, such precarious employment results in an equally precarious livelihood. Yet, despite the obvious disadvantages of working as a casual employee, the vast majority of the Zambian workforce lacks the bargaining power to demand the formalisation of their employment. Further still, the choice for the worker is often between casual work or no work at all. The employer, on the other hand, can easily source persons willing to replace any disgruntled employee [...]. What this means, in effect, is that people are taken on as employees without the guarantee of minimum wages paid in a timely manner; without adequate protection from or compensation for serious injury or death that may occur at the workplace; and without even so much as registration with the national pension system..."

Through its efforts to disseminate knowledge about business owners' obligations under the law as well as worker's rights, the LGN Project helps to promote equilibrium in the marketplace and develop social dialogue pathways for small businesses where workers often do not have the capacity or the power to discuss their rights with their employers. It has also helped business owners to understand that compliance with labour laws is advantageous both economically and for the effective management of human resources. In Zambia, the LGN Project has developed a labour law training toolkit, with particular emphasis on occupational health and safety in the workplace, which is a critical concern for the construction sector. A Regulatory Impact Assessment resulted in key labour reform recommendations, some of which were picked up in the 2013 Zambia Labour Code Review.

**Reformed
sector-specific
laws affecting sector-
specific employment e.g.
Kenya Traffic Amendment
Act, 2012**

BENEFICIARY QUOTE:

"The LGN II Project has played a very important role in the matatu sector since it started. It assisted our organisation to have data of all the workers in the matatu sector. The project improved our knowledge through the trainings that we have attended. We now understand our rights. The project helped the development of a good relationship between government, matatu owners and law enforcers (traffic police)."

— Mr SW Wainaina, Chairman, Matatu Drivers and Conductors Association (MADCOWA)



Work Environment, Zambia



Construction workmen on site, Zambia

Developed and widely disseminated popular versions of labour laws

In Kenya, in addition to influencing legislative reform, the LGN Project engaged in a transformation exercise where selected matatu companies were assisted to establish a human resource management system. Draft contracts have been drawn up and the LGN Project helped business owners to negotiate these contracts with their workers, many of whom previously did not have any employment contracts.

In September 2013, the Ministry of Transport in Kenya published a draft legal notice proposing new regulations for the transport sector under the leadership of the National Transport Safety Authority (NTSA). It is significant that a number of the proposed provisions in this draft legal notice are built on the proposals made by

Phase II of the LGN Project in early 2012, including the integration of labour laws in the transport sector and a push for decent work, specifically in the matatu sector.

BENEFICIARY QUOTE:

“Orokise Sacco is implementing a human resource (HR) system which is intended to enhance workers' records and other HR-related policies. Management is well informed on the business case associated with Labour Law compliance, and that is the reason we have issued employment contracts to employees driving Sacco-owned vehicles. It is challenging for the matatu industry to comply with all aspects of Labour Law legislation, but Orokise is on track, especially regarding aspects such as NHIF and NSSF.” – Mr JG Kamau, Chairman, Orokise Sacco



Working in the Matatu Sector, Kenya



FOR MORE INFORMATION, PLEASE CONTACT

Ms Grace Tiberondwa Sebageni, Chief Technical Advisor: sebageni@ilo.org

Decent jobs for youth and improved food security for all through the development of sustainable rural enterprises

DATES:

Inception Phase: October 2013–August 2014
Implementation Phase: September 2014–August 2017

ORIGIN OF FUNDS:

Government of Sweden

COUNTRIES:

Zambia

PARTNERS:

Government ministries: Youth and Sport; Agriculture and Livestock; Labour and Social Security; and Commerce, Trade and Industry
Private sector and civil society: Zambia Federation of Employers, Zambia Congress of Trade Unions, Alliance of Youth Entrepreneurship

BENEFICIARIES:

Young women and men living and working in rural districts of Zambia where economic activities related to the prioritised agricultural value chain are concentrated



The development challenge: Joblessness growth

Young people in Zambia have been worst hit by the increase in joblessness in the country. Statistics show that youth unemployment is currently the highest, with 28 percent of young people aged 20–24 and 16 percent of young people aged 25–29 being jobless. While national research is pending, a large amount of anecdotal evidence suggests that unemployment figures for rural areas are higher, particularly if underemployment is also measured. Indications are that youth unemployment rates will continue to rise as 280,000 women and men enter the Zambian labour market every year.

Jobless growth, particularly in rural areas, is explained by a number of factors, prominent among them the one-sided focus of investors on extractive industries where financial returns are higher due to global demand for copper, but where labour absorption rates are low. By contrast, the agriculture sector, Zambia's second main pillar of income, has experienced slower growth, partly as a result of labour-intensive production methods. While maize output has soared on the back of favourable weather conditions and backed by input subsidies and guaranteed prices, commercial-scale production of other food crops has been slower. Commercialisation potential remains to be fully realised and the related employment creation potential for the rural economy is yet to be unlocked.

The response: Supporting youth employment and sustainable livelihoods in rural areas

The Promotion of Decent Jobs for Youth and Improved Food Security through Rural Enterprise Development Project is a United Nations programme led by the ILO and jointly implemented with the Food and Agriculture Organization. The project responds to calls by NEPAD's Rural Futures Initiative to pursue alternative development models that promote broad-based rural economic development and the reduction of poverty and inequality. It was designed to support three key strategic initiatives of the Zambian Government, namely the Rural Industrialisation Strategy, the National Agriculture Investment Plan and the National Action Plan for Youth Employment and Empowerment. These initiatives seek to unlock the employment potential along agricultural value chains and to foster food and nutritional security among vulnerable rural communities.

KEY PROJECT STRATEGIES:

- Value chain and people-centred market system development approach (starting with the soy bean value chain)
- Promotion of rural youth co-operatives and new business models for young entrepreneurs (value addition and agro-services businesses)
- Facilitating access to finance and markets for youth-led/-owned enterprises
- Facilitating access to business development support for young entrepreneurs in rural areas



Expected outcomes

After four years, the project is expected to have contributed to an increased appreciation among the public at large, and key stakeholders along the value chains in particular, of the strategic relevance of selected food crops for employment and food security.



At policy level, the project intends to create a more conducive policy, legal, and regulatory framework for young entrepreneurs to implement sustainable businesses along selected value chains, thereby easing the business environment.

At the end of the project, it is expected that supply of and demand for specific business support services by young entrepreneurs will be improved and more readily accessible, whilst synergies and scale effects among key value chain and youth development stakeholders will be further enhanced.

Ultimately, the project is expected to facilitate the creation of 3,000 new jobs among young rural women and men; improve the performance of at least 5,000 youth-owned or -managed rural enterprises; and lead to an increase in production and consumption of selected food crops.

FOR MORE INFORMATION, PLEASE CONTACT

Ms Naomi Kanyemba Lintini, National Programme Co-ordinator: lintini@ilo.org
Ms Milensu Kapaipi, National Programme Officer: kapaipi@ilo.org





International
Labour
Organization

www.ilo.org