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Delivering excellent decent work results in Africa:

Working Together for a Better Africa



Success Africa IV

Delivering excellent decent
work results in Africa:

**Working
Together for
a Better Africa**

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Foreword

This new edition of *Success Africa*, the fourth of its kind, is published at a particular moment for the International Labour Organization: It comes out when the ILO celebrates its centenary. How profoundly has the world of work changed during these 100 years! Much has been done to advance social justice and promote decent work for all, and yet so much remains to be done, especially on the African continent, where informal employment is not an exception but the norm. The centenary is therefore an opportunity for the ILO to enhance its influence and outreach, create a brighter future and reinforce the fabric of our societies.

In 2019 the ILO will also celebrate 60 years of presence in Africa! It is a source of pride that during all these years the ILO has been able to make significant contributions to advancing social justice and decent work in Africa. This fourth edition of *Success Africa* illustrates some of these contributions. Rather than a definitive volume on success in Africa, the publication provides an opportunity to learn about ILO initiatives that were implemented in the region between 2016 and 2018. The compilation draws lessons and identifies good practices that will enable the African region to work towards a more promising future of work.

The 42 success stories presented in this fourth edition are related to different aspects of the Decent Work Agenda: (i) youth employment, (ii) labour migration and (iii) social protection, while international labour standards, social dialogue and gender equality and non-discrimination were pursued as cross-cutting issues. The stories are from all sub-regions of Africa, covering more than 25 countries, and reflect the ILO's engagement with its tripartite constituents to promote decent work across the continent. The stories further demonstrate the priorities identified by ILO constituents in the Addis Ababa Declaration adopted at the 13th African Regional Meeting in December 2015, but also the key priority areas of the Ouagadougou Declaration and Plan of Action on Employment, poverty eradication and inclusive development ("Ouagadougou+10") that was adopted by the African Union Heads of State and Government in January 2015, the AU Agenda 2063 and ILO Africa's contribution towards the 2030 Agenda for Sustainable Development. All the success stories presented here are perfectly consistent with the Sustainable Development Goals (SDGs), which together form a universal call for action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The fact that the largest number of success stories relate to entrepreneurship development and youth employment illustrate that the ILO constituents consider youth unemployment as one of the greatest challenges of our times, and this is the number one priority of the African region.

The credit for the success reported in these 42 stories goes to the constituents, development partners including donors who invest in development cooperation projects and staff members who worked together, pioneered innovative solutions and courageously overcame challenges. A sound basis for these joint efforts was provided by the engagement of our social partners and our Member States in promoting decent work at the very highest levels of Government.

May these stories – whether about an individual, a group, a village or a nation – bring to everyone the hope that a better world is possible. They make real the call of the ILO Global Commission on the Future of Work to invest in people’s capabilities and the institutions of work and harnessing opportunities for decent and sustainable jobs. To this end, may these stories also be an opportunity for us to take a candid look at ourselves and take responsibility for building a just and equitable future of work.

Cynthia Samuel-Olonjuwon

ILO Regional Director for Africa

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List of abbreviations

AfDB	African Development Bank
AU	African Union
GAP11	Global Action Programme on Child Labour issues
HIMO	labour-intensive approach
HIV/AIDS	Human immunodeficiency virus infection and acquired immune deficiency syndrome
IFAD	International Fund for Agricultural Development
ILO	International Labour Office/Organization
KPA	Key Priority Area
NGO	Non-Gouvernemental Organization
RBSA	Regular Budget Supplementary Account
RBTC	Regular Budgetary Technical Cooperation
SDG	Sustainable Development Goals
SIDA	Swedish International Development Cooperation Agency
SIYB	Start and Improve your Business
UN	United Nations
UN-MPTF	UN Multi-Donor Trust Funds (MDTFs)

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Introduction

For the past fifteen years, the ILO Regional Office for Africa has developed specific publications to share key success stories in making decent work a reality in Africa. These successes were achieved through the coordinated efforts of governments, employers' and workers' organizations, international agencies and development partners. The first edition in ILO's Success Africa series, entitled *Success Africa – Reducing poverty through decent work*, which contains 30 stories, was published as ILO's contribution to the Social Partners' Forum organized in conjunction with the African Union Extraordinary Summit on Employment and Poverty Reduction in September 2004 in Ouagadougou, Burkina Faso. The second edition, containing 38 stories, was released in April 2007 as a contribution to the 11th ILO African Regional Meeting in Addis Ababa, Ethiopia. The third edition, with 36 stories, was released in 2011 for the 12th ILO African Regional Meeting in Johannesburg, South Africa.

The current publication, *Success Africa IV: Working together for a better Africa*, ably demonstrates how the promotion of decent work contributes to sustainable development. The publication contains 42 stories from all sub-regions of the continent, from Egypt to South Africa and from Senegal to Madagascar. The stories relate to different aspects of the Decent Work Agenda – employment creation, migration, child labour, the rural economy, the informal economy, labour standards, social dialogue and many others – and involve a broad range of partners which, in all cases, include the tripartite constituency of the ILO.

The projects presented in *Success Africa IV* are financed by a variety of funding sources, including ILO's own resources, and they operate at various levels, be it at the local (micro) level, at the institutional (meso) level or the policy-making (macro) level. Whenever possible, the conceptual aspects underpinning the design and implementation of a project are made concrete through real-life testimonies. Nevertheless some stories are substantive milestones towards more significant results, other are building on some substantive work carried out before 2016.

Success Africa IV presents impactful stories of successful actions taken by the ILO, its tripartite constituents and development partners across Africa from 2016 to 2018 to operationalize the [Decent Work Agenda](#)¹ through development cooperation. As such, they provide evidence that the Decent Work Agenda is integral to the [2030 Agenda for Sustainable Development](#).²

Success Africa IV is an opportunity to reflect on and report on the implementation of the conclusions of the 13th ILO African Region Meeting (the [Addis Ababa Declaration: Transforming Africa through Decent Work for Sustainable Development](#)³) and the [AU Declaration and Plan of Action on Employment, poverty eradication and inclusive development \(Ouagadougou +10\)](#).⁴

1 Available at: <https://www.ilo.org/global/topics/decent-work/lang-en/index.htm>.

2 Available at: <https://sustainabledevelopment.un.org/post2015/transformingourworld>.

3 Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_432579.pdf.

4 Available at: https://www.au.int/web/sites/default/files/newsevents/workingdocuments/27983-wd-draft_declaration_-english.pdf.

The appendix to this document provides the list of ILO Policy outcomes used in this publication as well as the Ouagadougou+10 Key Priority Areas and summarizes the identified links between the stories and relevant SDG targets.

Success Africa IV is meant as a reader-friendly complement to the more comprehensive [ILO Programme Implementation Report 2016-2017](#)⁵ and to [ILO's Decent work results dashboard](#),⁶ which includes all country results achieved in Africa during the biennium. Success Africa will become a biennial publication complementing the ILO Programme Implementation Report with an Africa focus. Accordingly, each success story in this publication begins with an information box that specifies the [ILO policy outcomes](#),⁷ the Ouaga+10 Key Priority Areas as well as the SDG targets that the project addresses.

The success stories do not represent a comprehensive assemblage of the ILO's interventions in the African region, nor do they replace systematic and scientific assessments or evaluations of the various actions. Rather, they provide an opportunity to get acquainted with innovative efforts to promote decent work in Africa. They illustrate how development achievements can be made sustainable and how they can be scaled up and replicated elsewhere. They are therefore a contribution to the promotion of South-South Cooperation within the African continent and perhaps beyond.

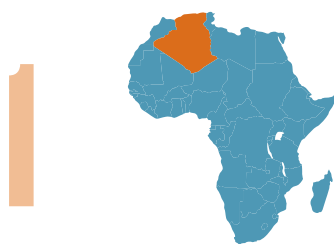
5 Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_627200.pdf.

6 Available at: <https://www.ilo.org/IRDashboard/#azfoxn0>.

7 Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---program/documents/genericdocument/wcms_582294.pdf.

Success Stories

Creating Jobs: Focus on Youth



COUNTRY	Algeria
BUDGET	USD 3,100,000
SDG TARGETS	8.5, 8.6, 8.b
OUAGA+10	KPA 2
DURATION	09/2016–06/2019
FUNDING SOURCE	Foreign and Commonwealth Office (FCO)
ILO POLICY OUTCOMES	1, 2, 10

Algeria From the university to the workplace

In Algeria, young women and men with university degrees are unemployed at a rate of 17.6 per cent compared to 10.1 per cent for those without degrees. It is even more acute for women graduates who face an unemployment rate of 24.2 per cent. Given that over 70 per cent of the two million students enrolled in academic Algerian institutions are women, the transition of university graduates to work is a challenge for the country's socio-economic development.

The strategy

The project seeks to alleviate this situation by creating “Jobseeking Clubs” (CRE) to increase the employability of young Algerian graduates and to facilitate their transition into the labour market. The first three CREs were launched between September 2017 and March 2018 at the universities of Tlemcen (east), Bejaia (west) and Biskra (south) in Algeria. This initiative is part of the “TAWDIF” project: From the University to the Workplace, launched in September 2016. The project focuses on the employability and professional inclusion of university graduates and aims to test and develop appropriate solutions. The partners involved include the Ministry of Higher Education and Scientific Research, the Ministry of Labour, Employment and Social Security and the National Employment Office (ANEM) in collaboration with social partners such as the General Algerian Employers' Confederation (CGEA) and the General Union of Algerian Workers (UGTA).



How it works

Jobseeking clubs are aimed at young university graduates who are unemployed and finding it hard to secure employment. The project aims to set up six pilot clubs by the end of March 2019, with the participation of 900 unemployed young people. The goal is to find a job for 40 per cent of them within three months of their involvement in the clubs.

The clubs offer intensive two-week training cycles during which groups of 16 young women and men work together on job hunting while having to achieve numerical objectives in terms of contacts, prospective meetings and interviews to maximize their chances of finding a job.

The clubs are based on two principles:

- The young person is primarily responsible for his or her professional project. He or she actively manages his or her research, identifies himself or herself and initiates on her own all the necessary steps;
- The more effective the approach is, the more effective it is carried out in a team. The dynamics created within the group will encourage participants and take them out of their comfort zone.

The voluntary engagement of the young person in the intensive programme is a selection requirement. Each participant must sign a “contract of engagement” by which he or she undertakes to be present throughout 10 days. The clubs are run by ANEM advisors trained under the project in the Club’s methodology and facilitation techniques. Managed by the university and run by ANEM, the scheme is an example of intersectoral collaboration between the Algerian Ministry of Higher Education and Scientific Research and the Ministry of Labour, Employment and Social Security.

Results achieved and impact

As of May 2018, eleven sessions of training in CREs have been set up at the three partner universities (Tlemcen, Bejaia and Biskra). The clubs, which were outfitted with clean and well-furnished workspaces and IT equipment, welcomed 161 young people in the first CRE sessions, more than 60 per cent of whom were young women.

In a very promising result, 43 per cent young club participants at the first session of the Tlemcen club in December 2017 were able to obtain a job after three months. They did this by activating their contact networks and identifying “hidden” job opportunities. In some cases, they found jobs in local companies whose interest in the Clubs prompted them to come and meet the jobseekers.

“ I ended up attending the training sessions of the club and signing up for the first group for 15 days... You could say I put on the real outfit of a jobseeker. By applying the advice I received from the CRE trainers, I was able to find a job in a company that was just starting up. That job interested me greatly, given my status as a “multitasker”. I was able to take up the challenge, improve my skills in all technical, commercial and administrative areas and to build up a first work experience of three months.”

Yamina BELAIDI, holder of a master's degree in Telecom-munications in October 2017 from the University of Tlemcen.



A club of young job-seekers in the city of Béjaia

The club encourages participants to investigate the “hidden” market, i.e. the potential pool of jobs that is not openly advertised. According to an international study, 70 per cent of employment opportunities are in the hidden market and only 30 per cent are openly advertised. It takes networking to find these opportunities.

A “Counsellor’s Handbook for the Facilitation of Jobseeking Clubs” was used as a benchmark for training and coaching 22 ANEM counsellors and nine university administrators. These resource persons were trained in the specific methodology and structured program of the CRE as well as behavioural counselling techniques.

Potential for upscaling

The project intends to establish three additional clubs within another three universities, taking advantage of the pool of 22 ANEM national counsellors trained by the methodology project, some of whom are already on the ground to open new clubs in new counties. The issue of the legal existence and financing of the clubs was raised in view of the termination of the project at the end of March 2019. The Ministry of Higher Education and the Ministry of Labour have agreed to draft a Framework Agreement, which will spell out the roles and responsibilities of each of the parties and establish a bipartite steering committee at each club.

“ This training provides us with all the tools we need to face the reality on the ground and obtain employment. All my classmates and I at the CRE in Béjaia found it to be informative, beneficial and very rewarding, so we encourage all new graduates seeking employment to participate and even those who have jobs need this type of training.”

Billal BOUDA, University of Bejaia

2



COUNTRY	Cameroon
BUDGET	USD 1,897,811
SDG TARGETS	4.4, 8.5, 8.6, 8.b
OUAGA+10	KPA 2
DURATION	6/2014–4/2017
FUNDING SOURCE	African Development Bank
ILO POLICY OUTCOME	1

Cameroon Youth employment and strengthening youth employability

At the request of the Cameroon Ministry of Public Works, the ILO provided technical assistance to implement a youth employment initiative as part of the construction of the Kumba-Mamfe road. The new road was expected to facilitate access to the South-West region of Cameroon, improve the living conditions of the population, and promote local economic development in the region.

The project, which took place from June 2014 to April 2017, aimed to create employment opportunities for rural youth by utilising an employment-intensive approach, a technology that seeks to optimally combine local resources and light plant and tools to build roads of the same quality as if they had been produced using equipment-intensive methods. The project was aligned with the Government's strategy, adopted in June 2008, to promote employment-intensive approaches. The direct beneficiaries of the project were young people aged 15–35 in the project area, as well as Rural Road Maintenance Committees (RRCs), local government staff, and economic stakeholders in the area.

The ILO's Technical Assistance mission aimed to:

- Develop the capacity of the local governments in the project intervention area to incorporate employment-intensive techniques in the main road's construction and in the rehabilitation of 6 km of rural gravel roads;
- Strengthen the capacity of the local authorities in the management of road maintenance contracts and train young people in employment-intensive techniques;
- Introduce technological options promoting SMEs' access to construction contracts and strengthen the performance capacities of SMEs in employment-intensive techniques concerning construction contracts;
- Ensure the sustainability of interventions (post-construction-rehabilitation maintenance system);
- Adopt a participatory approach by including youth representatives from the county towns of the municipalities in the project intervention area.

Mrs. Alice Ewanga, a young widow, was raising her children alone following the death of her husband. But the money she earned from her 10-month job helping to construct the Kumba-Mamfé road has brought a ray of happiness into her life and the lives of her children. The Kumba-Mamfé construction project used employment-intensive techniques, which created job opportunities for Alice and many others. She managed to rise from worker to team leader of the local rural road committee, which enabled her to improve her living conditions and pay for the tuition fees for one of her children. Alice strongly encourages other women to get involved in employment-intensive activities, pointing out that this work is not only reserved for men. Approximately 100 young people, including 21 per cent women, have been trained in building and construction trades. Some ten of them have been directly recruited by the company mandated to build the main road. The testimony of Alice Ewanga is part of a series of testimonies recorded in the region.

They are available at: https://www.ilo.org/addisababa/countries-covered/cameroon/facet/WCMS_552359/lang--fr/index.htm

Another goal of ILO's technical assistance was for the employment-intensive approach to be adopted as a credible technological alternative in executing construction contracts, and to see it mastered by policy-makers and engineers from local authorities and the private sector. Finally, it aimed to build the capacities of young people to work in decent jobs in the building and construction sector.



Construction works at the Kumba-Mamfe road

The project's achievements were substantial and significant:

- 68 direct jobs and 93 indirect jobs created;
- 386 registered workers (298 men, 88 women);
- Construction of a road nearly 5 km long;
- Training of 29 managers from decentralized administrations and 16 team leaders;
- 16 RRCs established, authenticated and trained in the management of community contracts for road maintenance;
- 138 young people (including 21 per cent women) and 11 SME leaders trained in building and construction trades;
- Production of a methodological handbook for the maintenance of gravel roads using the employment-intensive approach;
- Substantial reduction in transport costs;
- Income from salaries improving the living conditions of beneficiaries;
- The development of small income-generating activities.

Sustainability

The project's sustainability provisions included: the direct involvement of decentralized authorities and services; the establishment of local Rural Road Committees; the development of a methodological handbook for maintenance work; and all training and capacity building sessions for target communities.

Scalability

The success of this pilot initiative provides sufficient data to be able to scale up and multiply pilot experiments across the country. A few key lessons should be acknowledged:

- The enthusiasm of young people and grassroots communities facilitates a participatory approach and adequate support to ensure ownership and sustainability.
- The information, awareness-raising, training, empowerment and contract-negotiating stage with beneficiaries is crucial to the success of the employment-intensive approach.
- Changing attitudes is often a long process and therefore requires sustained awareness.

The project was effective in creating jobs and improving socio-economic development conditions (including transport, trade, agricultural production and income generation) in target communities in rural areas. In particular, the various training courses have clearly contributed to improving the know-how of the targeted learners, significantly improving their employability and their ability to manage and supervise rural road maintenance work.

3



COUNTRY	Cameroon
BUDGET	USD 1,328,880
SDG TARGETS	4.4, 8.3, 8.5, 8.6
OUAGA+10	KPA 2
DURATION	2017–2019
FUNDING SOURCE	Cameroon (IFAD)
ILO POLICY OUTCOMES	1, 4, 5, 6

Cameroon Youth employment in rural areas

The Government of Cameroon has taken on an ambitious goal of creating thousands of jobs in the rural areas of the country by 2021. The International Labour Office (ILO) is providing technical assistance for several aspects, of this initiative, the National Programme for the Promotion of Youth Agro-pastoral Entrepreneurship (PEA-Jeunes).

PEA-Jeunes aims to create or further develop 5,040 youth-led agro-pastoral businesses by 2021, 30 per cent of which are managed by women, and also to create at least 20,160 direct jobs in ten agricultural and livestock value chains. The project operates in the provinces of the Centre, the Coast, the North-West and the South.

The ILO took part in the project identification and formulation missions and signed a technical partnership agreement with the programme, which took the form of the ILO Youth Technical Assistance Project for PEA-Jeunes covering the period 2017–2019.

ILO is involved in two of the four components of the PEA Jeunes which seek to promote entrepreneurship and to formalize businesses in rural areas. ILO provides expertise in improving the business environment in the agro-pastoral sector and enhances the skills of the implementing partners, providing them with the necessary tools to develop the entrepreneurial capacities of young people. These implementing partners consist of local associations that mobilize young people and help them in generating innovative business ideas and incubation platforms where these ideas are turned into bankable business plans.

Testimony of a trainer who attended a Start and Improve your Business (SIYB) training course

“ Thanks to the SIYB methodology acquired during the training sessions, I was able to improve my skills as an entrepreneurial trainer and as a facilitator of the training sessions. I am now able to arrange any kind of training, because the methodology has improved my skills in facilitation techniques (adult education) individually or as a co-facilitator. A new discovery was the use of the individual evaluation sheet of a training session [feedback]. Today, many colleagues in my organization want to take an SIYB trainer training course, because they realized I was transformed in a very short period of time after undergoing this training.”

Rodrigue Mengue, from the Incubation Centre of the Ecole Pratique d'Agriculture in Binguella.

Results achieved and impact

To date, the project has improved the entrepreneurship training capacity in the agro-pastoral sector working alongside 17 implementing partners. It has certified nearly 100 facilitators and corporate advisers who have emerged from it, on all or part of the ILO's SIYB (Start and Improve your Business) training kit. Since 2017, these advisers supported more than 1 100 young people in drawing up their business plans as well as 50 young people in improving the management of their companies. *PEA-Jeunes* has recognized a substantial improvement in the quality of business plans since the ILO's intervention in 2017 compared to 2016. Nearly half of the beneficiaries supported by ILO training have already started their businesses as a result of funding received from the rural finance institutions that are partners in the programme, creating at least 300 jobs.

Testimony of a trained entrepreneur

“The bookkeeping skills I got at the training have helped me to improve my business record books as I take daily, weekly and monthly records. I keep now a separate book for all assets of the business. I highly recommend the training to all young entrepreneurs.”

Tebi Honourine, a 26-year-old entrepreneur who, with the support PEA-Jeunes, opened a restaurant in Bamenda town.

The project generated innovations by adapting the SIYB tools and the generic methodology EESE (Enabling Environment for Sustainable Enterprises) to the agro-pastoral sector. The assessment of the business environment in the agro-pastoral sector is ongoing and will lead to a reform plan eagerly awaited by the Government.

The sustainability of technical assistance is ensured through knowledge transfer and tool development rather than the provision of ready-made tools as well as by setting up a national network of young agro-pastoral entrepreneurs and involving the network in national dialogue fora.

Some PEA-Jeunes beneficiaries in their plantation



4



COUNTRY	Central African Republic
BUDGET	USD 80,000
SDG TARGETS	4.4, 8.5
OUAGA+10	KPA 2
DURATION	11/2016–05/2017
FUNDING SOURCE	ILO (RBTC)
ILO POLICY OUTCOME	1

Central African Republic Enterprises and job opportunities for peace and resilience

The vocational training and public employment service agency (ACFPE) of Central African Republic (CAR) requested ILO support in introducing entrepreneurship training tools as part of their effort to boost employment after a period of conflicts and political instability in the country. In 2016, the ACFPE established *Espace Entreprise (EE)* to support the economic recovery and peacebuilding process through private sector development aimed at creating jobs and generating income. Between November 2016 and May 2017, ILO supported EE with:

- A rapid market assessment of entrepreneurship training in CAR to determine a possible niche for EE;
- Training of trainers (ToTs) in a management training programme called Start and Improve Your Business (SIYB);
- Training of entrepreneurs as part of coaching of trainer sessions.

Sustainable impact

The results of this intervention go beyond figures, they demonstrate sustainability, scale and structural change. To date, ACFPE/EE has effectively anchored SIYB in its portfolio of services and the SIYB programme is now being implemented sustainably without any further support from the ILO. The ACFPE/EE currently organizes Training of Entrepreneurs (ToEs) in Generate Your Business Idea (GYB) and Start Your Business (SYB) every month in Bangui, the capital city, and every quarter in other cities (M'baiki, Bouar and Berberati). ToEs in Improve your Business (IYB) are organized every quarter in Bangui.

START AND IMPROVE YOUR BUSINESS (SIYB)

SIYB is one of the largest global business management training programmes. It helps small-scale entrepreneurs to start and grow their business, as a strategy to create more and better employment for women and men.

SIYB TRAINING PACKAGE

SIYB has four training packages that respond to stages of business development.

Generate Your Business Idea (GYB) enables potential entrepreneurs to develop a concrete business idea.

Start Your Business (SYB) enables potential entrepreneurs with a business idea to develop a bankable business plan.

Improve Your Business (IYB) enables existing entrepreneurs to develop their skills and improvement plans in buying, stock control, marketing, costing, record keeping, business planning and human resource management.

Expand Your Business (EYB) enables growth-oriented entrepreneurs to develop a business growth strategy.

The ILO Start and Improve your Business suite

To complement the entrepreneurship training, the ACFPE/EE assists women and men (potential and existing) entrepreneurs to access financial services through a partnership with two micro-finance institutions (MFIs). A committee, formed by ACFPE and the two MFIs, validates the business plans and recommend them for funding. A guarantee fund of FCFA 100,000,000 per year, for loans up to FCFA 5,000,000 and covering 75 per cent of risk is in place and functions well – with less than 2 per cent default.

The results achieved with ILO assistance include:

- 17 trainers (two women) trained and coached in the full SIYB package;
- 98 potential entrepreneurs (18 women) trained in GYB and SYB;
- 17 (seven women) entrepreneurs trained in IYB; and
- 220 business plans finalized and referred for funding through the guarantee fund mechanism.

Building a support network

Training activities also facilitate networking. Following the first IYB session, several entrepreneurs created an association of young entrepreneurs called *Réseau des Jeunes Promoteurs d'Entreprise auprès de l'Agence Centrafricaine pour la Formation Professionnelle et l'Emploi (RJCE-ACFPE)* to collect and share information on members activities, support and sustain performance of members activities, promote local products and small-scale manufacturing.

“ILO technical and financial assistance [was] the real starting point of Espace Entreprise.”

JP, Douzima, Director General ACFPE, November 2016

“We expect to provide the Central African Republic with young and dynamic business women and men likely to contribute to social and economic outcomes through job creation and income generation,” confirmed the representative of the association. “This is only possible with the support from the Government and social partners. We are far from thinking that CAR is still lagging behind in terms of economic prospects.”

Addressing challenges

The ACFPE/EE has been very successful in sustaining and offering regular SIYB trainings to (potential and existing) entrepreneurs, but still faces a number of challenges:

- The agency has not yet managed to sufficiently reach out to women entrepreneurs, because of its limited capacity to identify, select and retain women entrepreneurs as well as to collect disaggregated data.
- While the Government has identified three priority sectors: agriculture, mining and forestry within its Recovery and Peacebuilding Plan 2017–2021 (RCPA), the ACFPE has not provided entrepreneurs operating in these sectors with adequate advisory services in green business practices.
- The ACFPE/EE has not yet translated its vision into a clear strategic plan. As a consequence, the agency is not able to effectively respond to current and future needs of target groups and to harness a share of the USD 2.2 billion pledged by donors for the implementation of RCPA, which includes entrepreneurship promotion as one of the main focus.

ILO will scale up its assistance to ACFPE/EE to create a sound basis for sustainability before it phases out, and plans to support ACFPE/EE in three interlinked areas:

- A gender self-assessment of their services to and approaches towards women entrepreneurs in a way that ACFPE/EE underpins its institutional sustainability by increasing the number of women entrepreneurs among its clients; and improves its service delivery to them with tailored-services and approaches that respond to their needs. These would have a special focus on green business practices;
- Knowledge generation on best practices in terms of private sector development with job creation, economic resilience and social cohesion;
- The development of a strategic plan 2019–2023 to strengthen ACFPE/EE's service provision. An initial stakeholder consultative meeting to validate the methodology and the action plan took place in March 2018, to be followed by a donor and partners' meeting in mid-2018.

5



COUNTRY	Egypt
BUDGET	USD 128,000
SDG TARGETS	7.2, 8.5, 12.2
OUAGA+10	KPA 2
DURATION	2015–2018
FUNDING SOURCES	Canada, Denmark
ILO POLICY OUTCOMES	1, 4, 5

Egypt

Biogas as a source of green jobs for youth

The youth employment crisis is among the most pressing development challenges in Egypt and the MENA region where, according to ILO estimates, around one third of all young people struggle to find decent work opportunities. Providing an alternative green method for waste management helps to tackle not only youth unemployment but also promotes the use of renewable and efficient energy sources and reduces pollution.

Biogas is a form of energy produced when organic material such as cows and buffaloes' dung is left over from agricultural waste. It is a major source of the substrate in a biogas plant. Nowadays, the use of biogas has spread from small to large commercial animal farms. Biogas is expected to become a significant source of energy in the future that will help preserve the environment, solve the pollution problem and improve health in rural communities.

The strategy

The ILO Biogas Initiative aims to provide an alternative green method for waste management, diversifying energy sources of families while creating green jobs locally and promoting sustainable socio-economic development.

Biogas digesters are an example of how renewable energy methods can be used to create local employment and help communities to diversify their energy sources making use of animal waste. The ILO initiative supports the constructions and maintenance of biogas digesters in rural communities in the Egyptian governorates of Port Said, Menoufia and Minya. This is achieved through the training of young female and male engineers and masons on the construction and maintenance of biogas units to generate bio-energy from manure, thereby equipping youth with skills and the expertise in the field of biogas—essential skills for the future world of work. The youth also received the ILO Start and Improve Your Business (SIYB) training to equip them with technical as well as business skills. Additionally, the ILO conducted awareness raising and advocacy sessions within local communities to inform farmers about the initiative and identify the targeted households and families.

The ILO's biogas initiative in Egypt started in 2015 with a pilot project in Port Said governorate called "Al-Amal Biogas project". It was implemented within the framework of the ILO's "Decent Jobs for Egypt's Young People project" (DJEP) funded by Canada and covered 20 households at the time. In 2016, the Al-Amal biogas project was selected as one of the country's most promising development approaches and featured in the Egyptian Prime Minister Cabinet Information and Decision Support Centre's (IDSC) report: "Scanning Successful Development Projects in Egyptian Governorates".

Results achieved and impact

Built on that pilot project, the DJEP initiative has helped to reduce poverty and improve living conditions of local farmers while creating green jobs in the biogas sector. This includes 20 bio-energy companies that were established in Menoufia and Minya governorates in 2016 and 2018 respectively. These companies constructed biogas digester units for some 300 families, creating employment opportunities for young engineers, technical specialists and masons in Menoufia and Minya.

Each biogas unit produces the equivalent of two gas cylinders of methane for kitchen use. This allows families to save money while improving living standards. Furthermore, biogas digesters produce organic compost. This high-quality bio-fertilizer can either be used by the families on their fields or sold on local markets. It enables smallholder farmers to increase the yield of their crops and so save fertilizer costs leading to higher household incomes.

The successful implementation of this initiative has resulted in considerable additional demand among local communities and farmers for biogas digester units.

Moreover, the ILO's goal has tackled the gender gap and empowered female entrepreneurs through targeted training on entrepreneurship skills in rural areas to establish their own bioenergy companies. Furthermore, 50 biogas units were installed by the trained entrepreneurs and funded by the farmers themselves. Further expansion plans are currently taking place in Menoufia, Minya as well as in other governorates.

A public–private partnership

With funding from the Foreign Ministries of Canada and Denmark, the DJEP initiative has seen the combined effort of the ILO, the Egyptian government represented by the Ministry of Environment, academia (i.e. Minya University), civil society (i.e. Al-Arabi Foundation for Development in Menoufia), and private sector (National Bank of Kuwait). It has brought together engineers, workers, and farmers, and provided start-ups with both technical and business development support.

The ILO's biogas initiative in Egypt highlights how public–private partnerships (PPPs) can play an important role in promoting decent work, mobilising resources, knowledge and expertise in the building of sustainable economies, poverty reduction and advancing ILO's decent work agenda.



Building a biogas digester



Subsurface works at the Biogas digester unit

6



COUNTRY	The Gambia
BUDGET	USD 1,000,000
SDG TARGETS	8.5, 8.b
OUAGA+10	KPA 2
DURATION	2018
FUNDING SOURCE	Japan
ILO POLICY OUTCOME	1

The Gambia Employment creation for youth to build sustainable peace

The Gambia was in urgent need to respond to the political and economic instability which was triggered by the 2017 political transition, having sustained post-election violence and facing the fear of violent attacks, especially given its porous borders. The political instability also affected the economy, which had been already weakened under the former regime. With insufficient job opportunities at home, many young Gambians left the country via irregular means.

The new coalition Government decided to address irregular migration through promoting employment opportunities as well as sustainable economic growth and peace. Understanding that immediate and visible achievements were critical for developing trust among the Gambian public and restoring hope, the ILO and its partners¹ launched an employment-intensive investment project to promote decent work and human security in the country. The project, a component of ILO's "Jobs for Peace and Resilience" (JPR) flagship programme, focuses on employment creation in infrastructure, which has the potential of providing a large number of immediate job opportunities for both skilled and unskilled people. The project prioritizes infrastructure works that directly contribute to the agriculture, tourism and fishery sectors, the drivers of the Gambian economy, and promotes the use of locally available materials; moreover, it combines direct job creation with skills training and entrepreneurship support so as to ensure long-term sustainability. Furthermore, it pays attention to occupational safety and health (OSH), to gender equality and to inclusiveness.

As of November 2018, the project has achieved the following results:

- 250 youth² aged 18–35 benefitted from 13,500 workdays of wage employment;
- Four young engineers were recruited in construction to familiarize themselves with labour-intensive technologies, and later disseminate them to other stakeholders;
- All the workers received on-the-job training including "Do-nou" which is a construction technology for unpaved roads in promotion of cost-efficiency and the use of local materials. This technology was introduced by the NGO partner Community Road Empowerment (CORE). The workers also benefitted from OSH training, OSH application on-site, and provision of medical and accident insurance;

¹ Ministry of Trade, Industry, Regional Integration and Employment (MOTIE), Sectorial Ministries, National Road Authority, Community Road Empowerment (CORE, the partner international NGO), Gambia Technical Training Institute (GTII), National Youth Council, community youth groups, and community development councils. The tripartite engagement was ensured through consultations with the trade union, the chamber of commerce and the Government, including tripartite meetings and development of tripartite steering committee.

² Composed of 50% women and 50% men, of whom 12% are returnees, and 10 are workers with hearing disabilities.

- 1.2 km of a promenade road were rehabilitated, attracting more tourists for bird watching. In addition, an access road of 2.5 km length is being built from the fish landing site to the major highway; the new road will improve road security for children attending nearby schools, and for villagers to access a nearby mosque and health clinic. The road is expected to boost the fisheries industry in the Gambia;
- Almost all the materials and equipment used in the construction works were purchased in the Gambia. The estimated labour intensity³ is 42.26 per cent and may raise even further;
- Each participating worker has contributed one hundred dalasis (USD 5) towards the formation of a Community Road Development and Maintenance Enterprise (CODEM), which has been registered with the Attorney General Chambers in Banjul and with the Gambia Revenue Authority (GRA);
- 57 officials from government, the trade unions and the chamber of commerce were trained as trainers of OSH at construction works;
- More than 300 young people were connected with potential employers through jobs fairs jointly organized by the Ministry of Trade, Industry, Regional Integration and Employment (MOTIE).

“ I have been working for this construction project for the past few weeks, and the work is going very well. While it is a work experience, it is also like ‘school’ because we learn new skills every day. This is something I have never gone through before. I am so happy to have this unique learning opportunity.”

“ After the work, I want to bring my colleagues together to establish a group so that we can talk with the Government of the Gambia to promote further employment creation for youth.”

Female team leader of one of the working groups

“ I learned many skills including making Do-nou bags and spread them across the road to compress. People with a disability like me had not been included in many employment opportunities, but this is the first time that we are well integrated into the public work in the Gambia. People with disability should have equal opportunities to work and contribute to society. I am excited learning more. I am proud of being part of this construction work.”

A female worker with hearing disability

The project possesses a high potential for replication, and national and international partners in the country have shown keen interest in the labour-intensive approach and in the use of the new “Do-nou” technology. A local mayor is considering engaging the youth-initiated enterprise (CODEM) for the rehabilitation of roads in the municipality.

The employment-intensive investment approach for the promotion of decent work and inclusiveness can be up-scaled through the design of training modules combining on-the-job training with theoretical training. Moreover, the project’s particular attention to OSH can be up-scaled through national-wide establishment of OSH committees in regions or provinces.

Finally, the project and the underlying Job for Peace and Resilience Flagship Programme help increase understanding, in the Gambia and in neighbouring countries, of how decent work can contribute to stabilization and sustainable peace, leading to the further promotion of an evidence-based project design.

³ The share of labour in the total costs.

The Gambia

“ I was astonished to see that 50 per cent of workers at this construction are female. I believe this is the first time ever in the country to see female construction workers to this extent, and we are convinced that female colleagues can work as well as male colleagues, sometimes even better than men.”

“ I learn various technical skills. After this work, I plan to form a group with my colleagues to share knowledge and experience with other young people to continuously work for future public works.”

“ I have been a jobseeker, but I will become a job creator so that other young people can gain employment opportunities.”

Male team leader of one of the working groups



With the ILO support, young people were trained in employment-intensive technology and gained job opportunities in road construction

7



COUNTRY	Madagascar
BUDGET	USD 304,800
SDG TARGETS	8.5, 8.6, 8.b
OUAGA+10	KPA 2
DURATION	2016–2018
FUNDING SOURCE	ILO (RBSA)
ILO POLICY OUTCOMES	1, 2, 10

Madagascar Decent job creation support through research

The strategy

The PACER project promoted the nexus between research, innovation and employment to address the unemployment and underemployment in Madagascar. PACER (the abbreviation of its French name, *Projet d'Appui à la Création d'Emploi par la Recherche*) is based on the assumption that investing in research and innovation is tantamount to investing in the future of youth.

Project objectives

The main objective of PACER was to bring the workplace closer to the research community in order to spark innovation to boost employment. More specifically, the project sought to:

- Enhance the exchanges and partnerships between the research and the business communities;
- Spearhead joint initiatives in areas related to research, innovation and employment in support of young; and
- Increase the capacity of tripartite constituents, higher education and other stakeholders to implement international labour standards.

Results achieved and impact

- 300 young women and 286 young men were trained in different areas;
- A regional employment information system was implemented in five regions (Sava, Diana, Boeny, Amoron' i Mania, Vakinankaratra);
- Two regional employment and youth fairs were held to disseminate labour market information;
- 180 young women and 120 young men found a job;
- More than 1,000 young people (among whom 50 per cent of the women) took part in orientation courses;
- 30 post-graduate schools and 37 champion companies were brought together for networking purposes.

Hasina, a young man from the Atsimo Andrefana region in southern Madagascar, had little to hope for because he was unemployed and lived in a poor family, just as the 70 per cent of young people in Madagascar. He had no professional prospects despite his dream of becoming an entrepreneur; moreover, job opportunities in his region were few. But thanks to the ILO's PACER project, he received training in entrepreneurship and has been supported in the design of a processing facility for spirulina (dried seaweed) for food purposes. Hasina has undertaken research for the processing of spirulina into yoghurt and pasta, among other products, and is successfully marketing his finished products. He encourages other young people look for opportunities to invest in research and innovation in Madagascar, which he thinks has a lot of potential. "This support has given me hope again for a brighter future," says Hasina. He is one of 71 other young entrepreneurs who have been given real opportunities thought the PACER project.

Through constructive social dialogue, the project helped the country set up a sustainable system to foster research and innovation in support of the economy, employment and development. The project also promoted the cross-cutting issues addressed by ILO, including social dialogue, tripartism, international labour standards and the environmental dimension. With regard to international labour standards, it is a question of mainstreaming them into the Malagasy education system, not only to promote their application in the academic and research spheres, but also to strengthen the knowledge of future employers, entrepreneurs and workers so that they are in a position to ensure decent work for all in Madagascar.

The project brought fresh hope to young people of breaking out of poverty through employment. Research, innovation and job fairs provided these young people with access to information on employment in all business sectors. These have also allowed researchers to increase their visibility and find partners. Entrepreneurship support have helped young people start their own businesses, improve their incomes and living conditions, and create jobs for other young people.

Contribution to policy development

This initiative generated a new momentum for the promotion of research and innovation for employment at the national level and in seven regions of Madagascar.¹ The project also made it possible to strengthen the commitment of the Government of Madagascar, through the Ministry of Higher Education and Scientific Research and the Ministry of Economy and Planning, co-chairing the National Research and Development Committee (CNRD), to consider research as a means of employment creation.

Potential for upscaling and development

In terms of a strategy to ensure sustainable gains, the PACER project has supported the development of national and regional collaborative frameworks, including strengthening strategic and financial partnerships. The project offers a strong potential for replication in other countries. The combination of research, innovation, job fairs and support for entrepreneur-researchers can be replicated in other regions of Madagascar; success would be achieved through the adoption of a participatory approach involving all stakeholders from the research and business communities and the adaptation to the specific features of the intervention areas. The local development approach is also a fundamental component for the success of such replication efforts. Thus, more decent jobs can be created through the development of research and the formation of micro, small and medium-sized enterprises; and positive impacts concern the development of the local economy and the improvement of condition of living of vulnerable young people who are the final beneficiaries of the actions.

¹ Diana, Amoron'i Mania, Haute Matsiatra, Atsinanana, Boeny, Atsimo Andrefana and Analamanga.



A young beneficiary of the project PACER/ILO processing spirulina in the Region Atsimo Andrefana of Madagascar

8



COUNTRY	Mozambique
BUDGET	USD 1,500,000
SDG TARGETS	5.1, 5.5, 5.a, 8.5
OUAGA+10	KPA 2, KPA3
DURATION	01/2015–06/2017
FUNDING SOURCE	SDG-F
ILO POLICY OUTCOME	1

Mozambique Helping women entrepreneurs get ahead

Nelta, a 28-year-old mother who lives in Nampula City, was keen to find a way to provide for her three children. In 2016, after attending an ILO training for women entrepreneurs, she was able to obtain a loan of 50,000 meticals (about USD 860) from the credit cooperative of which she was a member. This enabled Nelta set up her own transport company, providing taxi services and employing two full-time drivers.

“During the training I learnt how to start a business, even without money, to improve management of the business, how to calculate the profit from the business,” says Nelta, who, while directing the company part-time, also works as an accountant in a non-governmental organization. “As for the clients, I learnt how to attend to their needs, treating them equally, but knowing how to give priority to the clients who deserve it.”

The ILO training, which was called “Gender and Entrepreneurship Together – GET Ahead for Women in Enterprise” was part of an SDG-F funded UN joint programme led by the ILO with the participation of UNDP and UNIDO from January 2015 to June 2017. Nelta’s loan came from the Nampula Women’s Credit Cooperative, a programme partner with more than 4,500 female members.

Thanks to her new enterprise, Nelta’s income now reaches 80,000 meticals (MT) a year (about USD 1,300), of which MT50,000 (USD 482) is gross profit. “Life has improved,” says Nelta. “I have managed to buy another vehicle and build an extension to my house.” She adds: “In my opinion, the key to success for a company to operate well is to love one’s work, to know your goals properly, and to know how to manage the business, separating the costs of the business from those of the family.”

When Nelta set up her company, there were various reactions: “Often society doesn’t believe that women can be as successful in business as men, and for me it was no different,” she says. “If there are other opportunities for business training, I hope that I will be invited again, because knowledge doesn’t take up any space.”

Project strategy and impact

The joint UN programme, entitled, “More and better jobs in Cabo Delgado province and Nampula province: Harnessing the opportunities of the New Economy in Mozambique”, focused on improving the employability and skills of young women and men in the provinces affected by extractive industry operations in the north of Mozambique. It also connected small and medium enterprises with multinational companies operating in the oil, gas and mining sectors. The programme reached a total of 3,241 beneficiaries, 722 of them being women.

Future plans

With its new project, MozTrabalha, the ILO is planning to continue to work with young people in the northern provinces of Mozambique to strengthen their skills as well as to boost the capacity of local small and medium enterprises so that they may take advantage of the new opportunities created by the extractive industry.



28-year old Nelta and her taxi

9



COUNTRY	Namibia
BUDGET	USD 466,000
SDG TARGETS	8.5, 16.6
OUAGA+10	KPA 2, KPA 4
DURATION	2016–2018
FUNDING SOURCE	South Korea
ILO POLICY OUTCOME	1

Namibia Strengthening public employment services

In Namibia, public employment services existed within the Ministry of Labour for a long time, but with remarkably low capacity and almost negligible services. In 2016–2017, building on previous technical advisory support to the formulation of a national Employment Policy (NEP) adopted in 2013, Namibia was one of three countries targeted for undertaking rapid assessments of public employment services.

Key findings of the ILO assessment

- The capacity of the Employment Services Bureau (ESB) is weak with 29 officers in post for the whole country (at 90,000 people per officer, in contrast to the equivalent ratios of 3,000 people or less per officer in many developed countries).
- The range of services offered by the ESB is narrow and basic – limited to a range of basic services not differentiated according to the needs of individual jobseekers relating to job search assistance, labour market information, advice on self-employment and regulation of private employment agencies.
- Services to employers are weak, revolving around matching of jobseekers to notified vacancies.
- Institutional and systems coordination are lacking, especially between PES and private employment agencies (PEAs).
- Skills mismatch – there is evidence of mismatch between the skills provided by the education and training system and the skills demanded by firms, especially those with new vacancies.

The aim was to generate knowledge, support constituents to reach consensus and develop an action plan to strengthen these services. The Namibian Ministry of Labour, Industrial Relations and Employment Creation (MLIREC) invited the ILO to conduct an assessment and make recommendations to modernize its public employment services. The assessment was published as an *ILO Working Paper*.¹ The assessment involved extensive dialogue with 22 institutions, including the social partners. The implementation of these recommendations is expected to kick-start a long-term process of strengthening the employment services and the provision of active labour market policies (ALMP), as part of the national strategy to address the high incidence of unemployment in Namibia, and its overarching goal of achieving full and productive employment and decent work for all.²

The Public Employment Service (PES) of Namibia is an established public agency, delivering a number of valuable services to jobseekers, firms, and other stakeholders. These services include jobseeker and vacancy registration, matching, and vocational counselling. A total of 39,476 jobseekers were registered in 2016, of whom 1,997 were placed over the same period. An electronic jobs portal has also been active since 2014, having already registered over 60,000 jobseekers to date. The assessment found that the PES of Namibia is faced with important capacity constraints that prevent it from fulfilling its potential contribution to improving the functioning of the labour market.

1 M. Mwasikakata and P. Martins: ILO Employment Working Paper No. 231: Assessment of public employment services and active labour market policies in Namibia (Joint publication with the Ministry of Labour, Industrial Relations and Employment Creation), Geneva, 2017. Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/publication/wcms_614317.pdf

2 Foreword to the ILO Employment Working Paper No. 231.

The assessment report and draft action plan were discussed and validated at a stakeholders' meeting in October 2017. The purpose of the action plan is to strengthen the capacity and delivery of public employment services in Namibia based on the recommendations in the assessment report. These recommendations covered a number of areas, including institutional and human resource capacity development, the range and depth of services offered, as well as collaboration and partnership with non-public employment service providers.

This support led to the successful mobilisation of a USD 466,000 development cooperation intervention for Namibia under the ILO/Korea Partnership Programme. The project will support PES in Namibia to strengthen and upgrade its online matching system that delivers comprehensive services, and build local capacities in collaboration with ILO's Training Centre in Turin. The system will help to reduce PES operational costs through the automation of services and tasks. Many of the functions in PES can be carried out by online electronic exchange systems that match jobseeker skills and vacancies, share information ranging from job openings and vocational training courses to job guidance through digital technologies. The project will not only allow Namibia to modernize its public employment services, but expand its outreach, particularly to vulnerable groups, including women, with minimal costs.

The project will collaborate with the [Ministry of Labour and Employment in the Republic of South Korea](#) through its affiliate institute, the Korean Employment Information Service (KEIS) to provide expertise and share experiences with Namibia in the development of a strengthened and functional e-employment services system. The results of the project will feed into a global comparative study regarding the broad role, service concepts and trends of online jobs portals. This work will be undertaken in partnership with experts from the Queen Mary University of London.

Summary recommendations

1. Strengthen the institutional and human resources capacity of the Bureau.
2. Modernize and increase the use of the Integrated Employment Information System (IEIS).
3. Enhance the central coordinating role of the PES as a key player in the labour market by improving the offer and delivery of services.
4. Strengthen partnerships with other service providers in the public, private and non-governmental sectors.
5. Address skills mismatch through the promotion of internships as stepping stones towards productive employment.
6. Generate and analyse additional and more up-to-date labour market information.
7. Ensure sustainable financing of the PES.



Jobseekers at the registration center

10



COUNTRY	Rwanda
BUDGET	USD 597,000
SDG TARGETS	4.4, 8.5, 8.6, 8.b
OUAGA+10	KPA 2, KPA 3
DURATION	09/2014–06/2018
FUNDING SOURCE	One UN
ILO POLICY OUTCOME	1

Rwanda

Enhancing the skills and competence of youth and women

The great majority of Rwandan workers eke out a living in the informal economy where, despite working for long hours in difficult conditions, they do not earn enough to lift themselves and their families out of poverty. Youth and women are the most affected by such “working poverty”. The problem is exacerbated by the fact that most young people entering the labour market do not find employment either because the jobs simply do not exist, or because the skills of the youths do not meet the requirements of potential employers.

Rwanda’s development strategy has for many years focused on economic growth, with the assumption that employment would increase in tandem with the economy. However, while the Rwandan economy has been growing faster than most African economies over the past decade, this growth has been largely jobless.

The strategy and objectives

To address this situation, the Government of Rwanda and the UN agencies present in the country designed the UN Joint Programme for Youth and Women Employment. It involves several UN agencies¹ (with ILO as the lead agency), Government authorities and civil society organizations. The joint programme analysed the country’s development strategy from the employment perspective (both quantitative and qualitative) and identified as a labour market constraint the mismatch between the number of jobs required versus the number of jobs the economy creates. The aim, therefore, was to create a structural shift that would raise the annual number of jobs created from 104,000 off-farm jobs to 200,000 jobs.



Young entrepreneurs with their SIYB certificates

1 ILO, UNDP, UNIDO, UNWOMEN, UNCTAD, UNHABITAT, UNV, ITC, UNESCO, UNCDF, FAO.

The project strategy sought to equip the Government and other key stakeholders with informed policy-making capacities and tools that would enable them to revise and coordinate the implementation of national policies from the pro-poor growth and job creation perspective. It also aimed at enabling young people to acquire skills needed by potential employers or to start and run their own businesses. The objectives were to:

- Enhance national capacities to promote job-rich growth and mainstream youth employment in programmes and budgets;
- Accelerate job creation and enterprise development through entrepreneurship, access to markets and inclusive financial services;
- Strengthen the skills of youth and women to improve employability and the competitiveness of enterprises; and
- Initiate active labour market interventions to better coordinate youth empowerment opportunities and programmes.

Results achieved and impact

Employment is no longer assumed to be an automatic derivative of economic growth; instead, deliberate efforts are now being made through national plans to convert economic growth into more and better jobs. This has been achieved through high-level policy workshops, pro-employment research and employment-centred analysis of macroeconomic policies and training and tool development on mainstreaming employment in national policies and budgets.

Interventions regarding enterprise and entrepreneurship relied primarily on ILO's "Start and Improve your Business" (SIYB) package. This was implemented in partnership with the Rwandan Business Development Fund (BDF), which is a public company established to consolidate existing government facilities that support SME development. The ILO trained all BDF's district officers as SIYB master trainers, organised partnership workshops with a range of NGOs and other organizations supporting livelihood interventions, and provided a licence to print SIYB materials.

As a result, BDF has used SIYB to train over 12,000 beneficiaries over a period of three years. Some 72 per cent of those beneficiaries reported either having received BDF's support in accessing finance, directly or indirectly, and 45 per cent of all beneficiaries started or expanded their businesses using BDF and SIYB support.

Contribution to policy development

These interventions have prompted the Government to embed employment objectives and targets into Rwanda's vision 2050 and the country's 5-year development strategy, and into an inter-ministerial programme that coordinates employment interventions in the country. This National Employment Programme assigns specific employment objectives to Government ministries and agencies and commits them to develop joint performance plans and contracts upon which budgets are allocated and joint performance appraisals evaluated. The country's employment policy was revised in 2017 to accommodate emerging priorities and new practices. The coordination of employment policy interventions has been strengthened considerably.



COUNTRY	South Africa
BUDGET	USD 3,850,000
SDG TARGETS	1.1, 8.3
OUAGA+10	KPA 2
DURATION	01/2014–06/2017
FUNDING SOURCE	Government of Flanders
ILO POLICY OUTCOMES	1, 4

South Africa The EnterPRIZE Challenge Fund

In South Africa, economic growth has been too slow to absorb many young jobseekers into the labour market, made worse by a mismatch of skills that youth have to offer and those that employers need. Unemployment among South African youth aged 15 to 34 rose from 35.7 per cent in 2010 to 44.3 per cent in mid-2017, reaching 52.4 per cent for youth aged 15 to 24 in the first quarter of 2018. The rate is even higher for youth who are not in employment, education or training (NEET).

In this situation, a key job creation strategy for the South African Government is entrepreneurship promotion, with a focus on small and medium-sized enterprises in its National Development Plan. Yet a recent study found that the nascent entrepreneurial rate dropped by 30 per cent and the total early-stage entrepreneurial activity rate dropped by 25 per cent compared to 2015.¹

Among the efforts to counter this trend, is the work of the [Sustainable Enterprise Development Facility](#) (SEDF)², a partnership of ILO Pretoria and the Economic Development Departments of the Free State and KwaZulu Natal, with funding from the Government of Flanders. It aims to promote development of small, micro and medium enterprises (SMMEs), with a focus on youth and women, and is part of the South Africa Decent Work Country Programme. SEDF programmes include matching young entrepreneurs with genuine business opportunities working closely with the private sector, and the pioneering enterPRIZE Challenge. The challenge, which runs several times a year, is a competition to identify the best business plan in a given economic sector. It is designed to assist aspiring entrepreneurs to pursue business opportunities in sectors with high growth and employment potential. These include waste management, tourism, catering, social development, social enterprises and ICT.

ILO provides technical and capacity support in the design of sector-specific enterPRIZE Challenges and helps facilitate partnerships between the private sector and the provincial governments in order to mobilize additional resources for the Challenge Fund. The ILO facilitated training and business development support for more than 230 SMMEs, drawing on ILO tools such as the SCORE package. The ILO also collaborated with the ILO-ITC in Turin to develop six e-learning modules, of which at least one was to be completed by beneficiaries of the enterPRIZE Challenge. (These include Decent Work; Formalize Your Business; Manage your Money Smartly; Set Financial Goals; Smart Marketing; and Using Social Media.) These modules were designed to promote SME productivity while improving working conditions.

¹ Herrington et al: South Africa Report 2016/2017: Can small businesses survive in South Africa? (Cape Town, Global Entrepreneurship Monitor, 2017). Available at: <https://www.gemconsortium.org/report/49833>.

² Available at: <http://www.sedfafrica.co.za>.

Below are the stories of two young women who won the enterPRIZE Challenge in the disability category. Their stories are taken from a 2016 SEDF publication, *The enterPRIZE Challenge Fund Model and its impact on creating jobs in South Africa*.³ An third story is presented in the box.

Nthabiseng Molongoana won third prize in the 2014 enterPRIZE Challenge in the disability category. In 1994, a motor vehicle accident left her a paraplegic with limited arm mobility. As a young graduate with a Bachelor of Degree in Statistics she became unemployed in 2009 after losing her job. Realising that she could lose the house that she and her mother had built, Nthabiseng decided to convert it into a guesthouse. Knowing very little about how to run a guesthouse, Nthabiseng sought assistance from the Small Enterprise Development Agency (SEDA) and the Provincial Department of Tourism. In 2010, with their support, Nthabiseng won the



Workers in a factory near Boksburg

³ The publication was funded by a National Treasury grant of USD 12,400 which also included the production of videos and a brochure. These were presented at knowledge sharing sessions in the provinces as well as to the National Treasury and Government of Flanders. The case study is available at: https://www.ilo.org/global/docs/WCMS_519710/lang--en/index.htm

Emerging Tourism Entrepreneur of the Year Award. She used the award money to renovate the guesthouse bathrooms and to buy supplies such as bed sheets, towels and toiletries. Moreover, winning the award strengthened Nthabiseng's confidence to compete in the 2014 enterPRIZE Challenge. Her third-place prize was worth 75,000 Rand (USD 5,000) which allowed Nthabiseng to convert a garage into an additional bedroom. In addition, the enterPRIZE Challenge provided Nthabiseng with financial skills training and, as a prize winner, she was invited to attend training offered by the South African Revenue Service (SARS) and the Department of Labour. Makro, South Africa's largest retailer of general merchandise and wholesaler of basic foods, provided Nthabiseng with supplier development training. "We could actually do major renovations," said Nthabiseng. "Otherwise we would still be apologizing to guests for not having the facilities ready for them." With the improvements to her business and her higher confidence levels, Nthabiseng achieved a star grading and was able to employ a gardener and cleaner.

"Thabong Bakery was founded in 2001 and when the business started I only had a few customers and employed only two people. Today I have quite a number of customers and my staff complement is about nine people.

When I started I was only able to do confectionary because we did not have the capacity to do bread. We only started to selling bread on a big scale last year.

The enterPRIZE Challenge helped quite enormously though I was second runner up. Most of the cash prize went into the image of the company and there have been many spin-offs. People trust you more and give you more business and I could get more people employed.

Things have been going well ever since. It has not been easy but with perseverance we have been able to grow the business from literally nothing to where it is today."

Anna Lelimo, Thabong Bakery owner and winner, 3rd prize for best woman entrepreneur, 2014 Free State enterPRIZE Challenge

Thandi Nkidi, a young woman from the Free State, was the first-place winner in the 2015 Social Enterprise Challenge and was awarded 100,000 Rand towards the start of a new business that provided people with disabilities a means to clean themselves more independently after going to the toilet. Thandi conceived the idea after she experienced a health setback when she was diagnosed with the Guillain-Barré disease. This disease begins with tingling and weakness starting in one's feet and legs which later spreads to the upper body and arms. In 2007 through therapy and perseverance Thandi was able to move around on a wheelchair, but relapsed in 2013 when the symptoms of the disease returned, rendering her paralyzed across her body. During this difficult time Thandi found that the greatest challenge and embarrassment was the inability to clean herself after being to the toilet. Eventually, her situation improved and she was able to do things for herself. But it was through this experience that Thandi developed her winning business idea, with funding from the Challenge.

12



COUNTRY	Sudan
BUDGET	USD 535,000
SDG TARGETS	1.2, 2.3, 8.2
OUAGA+10	KPA 2
DURATION	01/2016–06/2018
FUNDING SOURCE	Qatar Fund for Development
ILO POLICY OUTCOME	5

Sudan

Recovery of livelihoods of vulnerable rural communities in Darfur

This project sought to enhance livelihood recovery of vulnerable pastoralists and agro-pastoralists in the Darfur Region. In addition to constructing and rehabilitating 55 water facilities, it provided some 700 beneficiaries with technical skills aimed at enhancing their entrepreneurial potential and linked them to financial services for business start-up. The project was jointly implemented by FAO, UNOPS and ILO. They coordinated closely with the State Ministries of Agriculture, Animal Resources and Social Welfare as well as with the State Water Corporation, NGOs and the private sector in Darfur.

As part of the “Economic Recovery Pillar” of the Darfur Development Strategy, the project aimed at improving crop and livestock production and productivity through the sustainable management of natural resources, including land, water, forest resources, and the promotion of alternative energy sources. In addition, the project promoted alternative employment opportunities through technical training and the development of entrepreneurial potential. What’s more, cooperatives, self-help groups and potential operators of micro-small enterprises were trained in the use of a wide range of relevant ILO tools, such as Gender and Entrepreneurship Together (GET Ahead), My Cooperative (MYCOOP), Entrepreneurial Skills for Agri-Business. The project intervention was aligned with “Foundational and Short-term Activities (FaST)” concept which serves as an essential prerequisite to a much larger and longer development programme. FaST is designed to enhance the speed of transition from relief to development, and the project worked primarily with FaST components five (improved crop and livestock production and productivity) and seven (improved value chains in livestock, agriculture and livelihoods development).

The 700 beneficiaries were able to identify market and business opportunities in their communities; they acquired new skills in their business domain and were able to adapt the learning skills to their respective environment, and to share their knowledge with others. As a result of the project, the two Ministers of Social Welfare (of North and South Darfur) became very interested in adopting and replicating the rural and agricultural value chain concept in their two states. They also began discussing the feasibility of developing social development institutions to encourage the rural production. This foundational, short-term activity has played an important role in accelerating the transition from relief to development by creating jobs for vulnerable groups. As such, it helped contribute to the peace process while laying the groundwork for scaling up the intervention to reach many more youth and women in the region.

Hanan Abdulmajed and several other women from Milliet locality started a baking business after receiving the “Get Ahead” technical training organised by ILO. By selling cookies and pastries in the surrounding communities, members of her business group were able to better meet their basic needs and even to save some money. Hanan looks forward to earning more savings and plans to form an association and link to a financial institution.

Sudan

Since taking part in the “Get Ahead” training, Mazahir Mohamed and her group have been selling goods to markets and offices, using a donkey cart as a means of transport. The group has been able to save some money and plans to expand its business once they register as a cooperative and obtain funding. Before, Mazahir thought that starting a business required a lot of money. But she learned through the project that skills, motivation and confidence were even more important and the critical first step.



Mrs Mazahir Mohamed addressing the members of her group

13



COUNTRY	Tanzania
BUDGET	USD 1,103,305
SDG TARGETS	4.4, 8.b
OUAGA+10	KPA 2
DURATION	18 months
FUNDING SOURCE	Norway
ILO POLICY OUTCOME	1

Tanzania Apprenticeship training for improved employability

The strategy

Apprenticeship training is an effective way to fill the skills gap because it combines practical, on-the-job training with classroom studies, and enables a trainee to gain experience and skills by working alongside experienced staff. The apprenticeship system works particularly well in the hotel and hospitality industry where practical skills are crucial.

How it works

The ILO worked with the Government of Tanzania and the social partners to develop apprenticeship programmes and institutionalize them as a promising option for school-to-work transition. The training imparts market-relevant skills that contribute to decent employment outcomes. The ILO-supported apprenticeship programme in the tourism and hospitality sector is a two-year certificate programme accredited by the relevant national authority (NACTE). The apprentices spend 60 per cent of their time learning and working in hotels, and the remaining 40 per cent at the National College of Tourism (on Tanzania mainland) and the Institute of Tourism Development (in Zanzibar). The curriculum was developed in cooperation with the hospitality industry to address the skills gap in the sector. A total of 156 apprentices (30 per cent female) were enrolled, of whom 100 were from Tanzania mainland and 56 from Zanzibar. In total 57 hotels are participating in the programme. Upon completion, the apprentices are awarded a Technician national certificate level five in hotel operations.

Said Musa Selemani, a 23-year-old man with a certificate in procurement, could not find a job. After years of searching, he gave up and joined his father as a freelance construction worker, moving from one site to another.

“Many young people from poor families get frustrated in life because of lack of opportunity to gain relevant skills and get meaningful fulfilling jobs,” says Said.

His opportunity came when he saw an advertisement for an apprenticeship programme in hotels. He applied, passed the interview and was enrolled as apprentice in food production at a five-star Ramada resort, which is partnering with the National College of Tourism to implement the certified apprenticeship programme.

“I didn’t know that working in an hotel requires professional skills, but now after getting the opportunity to train as an apprentice at Ramada, my hopes are very high,” he says.

“Here I am already mastering many skills in the kitchen.”

Said and three other colleagues are enthusiastic about completing their training and are hoping for a quick job placement. “I am receiving very good guidance and support from the supervisors, I just need to put in hard work and more effort, as I stand a better chance of getting employed at this same hotel.”

Results achieved and impact

- Successful establishment of apprenticeship programmes in both Tanzania Mainland and Zanzibar;
- Recognition of apprenticeship training in national policies and strategies, and the successful launch of the National Apprenticeship Guidelines; and
- Revision and validation of five occupations to reflect the apprenticeship training arrangement.

Potential for upscaling

The Government's sponsorship of 200 apprentices for training in hotel operation during 2018–19, using the funds from Skills Development Levy (SDL), demonstrates the commitment of the Government to ensure sustainability of the programme. The National College of Tourism has announced the expansion of apprenticeship to tour guide training, building on the lessons learned through the current support.



Apprentices during their practical training at one of the hotels in Arusha, Tanzania



Said Selemani (Right) working in the kitchen at the Ramada Hotel and resort-Dar es Salaam, Tanzania

14



COUNTRY	Tunisia
BUDGET	USD 8,825,000
SDG TARGETS	8.5, 8.6, 8.8, 8.b
OUAGA+10	KPA 2, KPA 3
DURATION	2013–2017
FUNDING SOURCE	European Union
ILO POLICY OUTCOMES	1, 2, 5, 10

Tunisia

Disadvantaged areas support programme (AZD)

In the years following the democratic transition in Tunisia, this project sought to reduce social and regional inequalities in disadvantaged areas. Launched in 2011, it targeted five disadvantaged governorates in Tunisia: Siliana, Le Kef, Kasserine, Sidi Bouzid and Gafsa. These areas were particularly affected by the extent of poverty, high unemployment, a poor local economic fabric, isolation and growing insecurity.

Project objectives

The project aimed to enhance local resources, including human resources, and to train stakeholders in strategies to create productive employment and increase local incomes. It involved the implementation of basic infrastructure and support for local economic development. The project was grounded in the principles of respect and consultation as it sought to mobilize stakeholders and enhance local resources.

The strategy

The project strategy was to reach out simultaneously to several developing areas and sectors, with the aim of restoring dialogue between institutions and the population and improving the social climate. Phase one was about exploring the feasibility and profitability of the approach on the basis of practical, on-the-ground experiences. This demonstrative approach was integrated



Craft village of olive tree wood, Sidi Bou Zid

and participatory as it went about setting up infrastructure and small equipment, but also in terms of organizing beneficiaries and providing training or institutional support according to target groups' needs.

Results achieved and impact

“When we first started, we were alone and faced several hurdles. But as soon as we started working with the ILO, a lot changed. We are now working in a conducive environment and are striving to achieve our objectives.

The craft village is supposed to bring something extra to us, the craftsmen. But wood carving has proven to be a challenging business line. In fact, not all craftsmen working together have the same know-how, which can sometimes be a problem. In addition, no security measures have been considered.

Now the situation has improved and we are grateful for that.”

Rebeh Gharbi, Craft Village of olive tree wood, Sidi Bou Zid

AZD Project Employment Assessment

- 590 direct jobs in infrastructure projects;
- 100 indirect jobs in the provision of materials;
- 50 SMEs involved in the execution of the work, including 10 that were newly created;
- 120 young people certified in building and construction trades;
- 10 cooperatives employing 200 certified rural women in trades related to the processing of agricultural products;
- 92 women certified in the processing of natural resources;
- 60 young people trained in electric shearing of sheep (in Tejerouine, Sidi Aich and Belkhir);
- 40 beneficiaries in livestock feed manufacturing (in Douar, Ousseltia and Ain).

These demonstrative projects made optimum use of local resources and materials in 21 sites. The overall cost of infrastructure investments was nearly USD 3 million, including USD 1.1 million from the Ministry of Development and the Office of Silvo-pastoralism in the North-West. Sixty per cent of the overall cost was covered by direct funds at the local level through 50 local small and medium-sized enterprises (SME) that were trained in the fundamentals of the labour-intensive (HIMO) approach.

The second project intervention area concerned local economic development and professional development activities that complemented the infrastructure component. The activities under this component were based on two principles: the enhancement of local production and the organization of small economic players. They were the result of a consultative process within the scope of a local development forum that brought together public and private partners, social partners and civil society organizations. These forums identified priorities for intervention (promising niches) at the local level and provided support for groups created for local product processing activities (cheese factories, distillation units, canning plants, etc.). This priority led to the training and certification of nearly 200 rural women by the agricultural vocational training centres and sectoral centres in professions such as craftspeople specialized in the distillation of aromatic and medicinal plants and the manufacture of jam. This process has been supported by the services of the regional agricultural development offices, the regional employment offices and the regional delegations of the National Craft Office.

The overall volume of investment for the creation of six local product enhancement units (excluding development) amounted nearly to USD 323,000 (equipment, technical studies and expertise) to which should be added the contribution of the various State services, mainly the Ministry of Agriculture (provision of four premises, subsidies, expertise, logistical support, training, etc.) and the BNA (national agricultural bank) Kasserine for a total amount of USD 161,000.

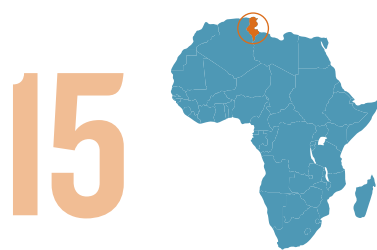
Potential for upscaling and development

The encouraging results of the project's phase one and the changing national context triggered a significant number of requests from other delegations or other governorates with poverty clusters.

The European Union called on the ILO to implement a new ILO/EU IPDLI project (2018–2022) entitled, “Pilot Initiative for Integrated Local Development”, which will succeed the ILO/EU AZD project. The objective is to support the decentralization process and create a local economic dynamic that will generate decent jobs in the 12 newly created communes in four governorates, namely: Jendouba, Kasserine, Gafsa and Tataouine. The new project will promote the process of devolution and dialogue between the various local stakeholders by supporting the new municipal teams and by providing a holistic response based on the development of local wealth and the creation of SMEs. The interventions will focus on infrastructures and other useful ingredients that enhance the value of locally available resources and will be based on the labour-intensive methodology associated with vocational training, private sector development, the provision of support for small-scale economic players and the creation of local added value with its multiplier effects on the economy. The new project will consolidate the gains of the AZD project.



A shop owner at the municipal market of Sidi Bou Zid



COUNTRY	Tunisia
BUDGET	USD 2,006,688
SDG TARGET	8.5, 8.b
OUAGA+10	KPA 2
DURATION	2017–2019
FUNDING SOURCE	The Netherlands
ILO POLICY OUTCOME	1

Tunisia

Soft skills development for young job seekers (JEMP project)

In March 2016, the Tunisian Government and social partners (UGTT and UTICA) adopted the “Tunisian Employment Declaration” in the presence of the United Nations Secretary-General, the ILO Director-General and the Tunisian Prime Minister. The declaration defines guiding principles and identifies a series of measures to tackle youth unemployment, including modernizing public employment services so that they play a mediating role between supply and demand on the labour market.

In this context, the JEMP project¹ (from *jeunes et employabilité*, youth and employability in French), seeks to facilitate access to employment opportunities for youth, particularly young women, in Béja, Jendouba, Siliana and Kef in north-west Tunisia. The project sought to strengthen the capacity of labour market institutions and other key players at the local and national level to coach young jobseekers by developing innovative support tools. These include:

- Soft skills coaching;
- Financial education training and coaching;
- Intensive coaching through jobseeker clubs; and
- Setting up local monitoring committees in four governorates.

The project is guided by a national steering committee and promotes partnerships and ongoing dialogue between labour market organizations, the private sector, social partners, civil society and other key players at local and national level.

M., a job seeker from Siliana, attended three soft skills development workshops over three months, viewing them as an opportunity to move forward. “Do you really think I would waste my time for unnecessary training or coaching? A day out of work has an impact on me and my family.” It was time well spent, he contends. “I can assure you that I immediately embraced this soft skills coaching. I have gained valuable experience that enables me explore opportunities, look ahead, be more proactive and develop a winning attitude.”



A job seeker in the city of Siliana

¹ <https://www.youtube.com/channel/UCx9s2VZC0dRXgHI2LFRV3IQ>

In 2017, the JEMP project began its two-pronged focus. First, it recruited 30 coaches who support counsellors from ANETI, the Tunisian public employment service, in training jobseekers and developing training materials and practical online tools (digital platforms). The aim was to help the agency boost its ability to provide young jobseekers with effective counselling, career guidance and coaching services. Second was the actual provision of counselling and coaching services to young jobseekers.

By late 2018, the project had achieved the following results:

- The National Agency for Employment and Self-Employment (ANETI) developed two powerful training and digital tools, the MAHARTI² platform and TADRIB wa TABADEL platform, to enable ANETI counsellors to provide jobseekers with soft skills training and coaching. With these tools, ANETI has become the first-ever African public employment service to deliver this specific coaching to young jobseekers;
- More than 400 ANETI managers have been trained to coach young jobseekers through soft skills coaching techniques, financial education, post-business start-up support, and the facilitation of jobseekers' clubs as well as the training of trainers;
- About 6,000 young jobseekers received soft skills coaching, financial education training as well as intensive coaching through jobseekers' clubs;
- Several manuals were developed to enhance ANETI's capacity to provide effective services to young job seekers. These include a guide for young jobseekers, a trainers' handbook,³ the TADRIB wa TABADEL web-based discussion forum and the soft skills e-learning MAHARATI platform. These were designed to meet the needs of the labour market and to enable the youth to realize their professional goals. This makes the pilot experience a model that could be replicated in other countries.

In the coaching he received while looking for a job through ANETI, the National Agency for Employment and Self-Employment, H. learned valuable soft skills and more. "My perspective has changed on the whole north-west region I used to despise, and my self-esteem has gone up," he said. "It is hard to admit it, but it releases one from the burden of unemployment and the way it is experienced."

Evidence of change was also seen in the following ways:

- The national and local stakeholders involved in the project realized the importance of support and coaching mechanisms as a means to strengthen young people's employment prospects and entrepreneurship. They further recognized the importance of partnerships between public, private and civil society institutions for sustainable and long-lasting youth coaching;
- Many young people experienced behavioural change as a result of developing their soft skills; they became aware of internal barriers to employment and replaced passivity and resignation with proactiveness and results-oriented action;
- The financial training and coaching enabled the youth to make informed choices and decisions in managing their personal finances;
- The jobseekers' clubs made the youth responsible for their professional goals; they became skills providers rather than jobseekers or aid beneficiaries;
- Entrepreneurship and individual and collective self-employment became concrete options for young jobseekers. More than 1,000 young people moved from paid employment to entrepreneurship.

² Available at: <http://maharati.emploi.nat.tn/external/>.

³ Available at: http://edmsp1.ilo.org/edmsp1/groups/skills/documents/skpcontent/cdff/mje2/~edisp/edmsp1_216428.pdf.

The sustainability of the project was ensured through its focus on building the capacity of national agencies like ANETI, and by institutionalizing the tools and methods developed by the project. The work will continue through other national and regional players, including civil society as well as the local monitoring committees. Creating synergies with other ILO youth employment efforts in Tunisia, such as PEJTUN, PROMESS, and FAIR, helped to ensure the efficient use of resources and buy-in of local and national players. Finally, the project's monitoring and evaluation systems can be used in future youth employment efforts in Tunisia.

16



COUNTRY	Zambia
BUDGET	USD 125,612
SDG TARGETS	2.3, 8.5
OUAGA+10	KPA 2, KPA 3
DURATION	2016–2017
FUNDING SOURCE	SIDA
ILO POLICY OUTCOMES	1, 5

Zambia A fish outgrowing scheme

Creating decent jobs in agriculture

Yapasa, which can be loosely translated as “it worked”, is an apt name for a UN joint programme implemented by ILO and FAO in Zambia which promoted rural enterprise to create decent jobs for youths. The programme focussed on the aquaculture and soybean value chains. (See success story no. 18 for more on the soybean growers.) Yapasa piloted the fish outgrow operation to trigger start-up enterprises in aquaculture for youth in the North-Western province of Zambia. Several reasons made it a potentially lucrative sector: increasing market demand, a preference for locally grown fish and the easy availability of suitable land.

Ezekiel Munsaka, 28, is one of more than 77 young farmers benefitting from this programme. He was born in a family whose livelihood consisted of maize farming, charcoal burning and collecting wild fruits and mushrooms, activities that he took part since childhood. At age 17, Ezekiel dropped out of school to continue working with the family, but one day hoped to find a salaried job. He augmented his income with piece working in the construction industry and other activities in the nearby Solwezi town, but he still struggled to make ends meet.

One morning in 2016, a community leader called Ezekiel to a meeting with Allan Mbale, director of Vyazala Crops Ltd, a Yapasa project partner. In the meeting Allan explained that he was planning to establish an aquaculture outgrow business where youths would form groups and construct their own ponds on a site he had identified. The company would provide fish farming inputs on credit, including fingerlings and feed, and would deduct the repayment when the youths sold their produce to Vyazala Crops. The youths would be trained in improved aquaculture practices by the government extension officials and input suppliers. Interested in the idea, Ezekiel gathered some of his peers in the community; together they built the ponds and stocked each with 2,000 fingerlings in April 2017.

A successful start-up

Under the leadership of Ezekiel, the youths worked in groups to take care of the ponds and also to safeguard their ponds during the night. In December 2017, Ezekiel's hard work paid off as he was able to harvest 650 kg of fish from his 300m² pond. In just eight months Ezekiel earned 13,000 Zambian kwacha (ZK) (approximately USD 1,300), with a net surplus of ZK3,000 (approximately USD 300) after deducting the loan repayment. “I value the learning more than money during my engagement as a lead farmer in this outgrowing scheme,” says Ezekiel. “I feel like I got a new way of life. I can employ the skills to expand the enterprise in fish farming which I believe is the most profitable agricultural activity.”

Ezekiel plans to construct five more ponds in the 2018 farming season. He believes that transparent working relations with the out-grow operator makes it easy for start-up entrepreneurs like him to enter into agribusiness, something he could not have done on his own. He believes that he can make at least ZK6,000 (approximately USD 600) profit per pond in six months. Ezekiel's story is similar to the other 30 youths working in the same site with the same capacity. They all acknowledge the learning opportunity and have a plan to expand their business in fish farming by digging more ponds and further improving productivity.



Harvesting fish from an aquaculture pond

Vyazala Crops is currently working with 77 young people, each with one pond, and is expecting to harvest at least 500 kg of fish per pond per cycle. In addition to providing the production inputs on credit, the company provides intense coaching and mentoring support to the young people in various aspects of business management.

“Managing an outgrow operation in aquaculture was not easy,” says Allan Mbale. “Obtaining the production inputs in a supply constrained market, mobilizing youths to do something new, making them wait for an actual return for a long time and maintaining the level of trust and faith are some of the challenges faced which could easily lead into breach of contract between out-growers and the outgrow operators.” Transparent relationships, engagement of the out-growers in every aspect of decision-making and intense coaching and mentoring made it possible for him to operate a successful outgrowing business.

Potential for upscaling and development

Allan is targeting his fish sales at the mine canteens in Solwezi District and is in the process of setting up a fish processing facility to gut, scale, pack and freeze the fish according to the requirements of the procurement companies. This means he needs to increase the number of his farmers from 77 to at least 180 within a year. There are several abandoned ponds in the area, originally started by NGO community programmes. Allan is planning to rehabilitate these ponds and to satisfy the demand from the mines, which currently import most of their fish from China or other parts of Zambia.

Guided by the market system development approach, Yapasa facilitated actions that have successfully introduced a new pond-based out-growing business model within Zambia's aquaculture subsector. With a clear value proposition for the partner enterprises, they are expanding and adapting the innovations particularly in work-based learning. The Yapasa programme was effective in harnessing the attention of Government agencies and of the Aquaculture Development Association of Zambia to promote entrepreneurship in pond-based aquaculture. Yapasa now aims to strengthen market demand and input supply services to address remaining bottlenecks in the sector, thereby opening up more opportunities for young rural entrepreneurs.

17



COUNTRY	Zambia
BUDGET	USD 7,568,000
SDG TARGETS	1.3 8.5, 12.2, 12.5
OUAGA+10	KPA 2
DURATION	2013–2018
FUNDING SOURCE	Finland
ILO POLICY OUTCOMES	1, 4, 5

Zambia Creating green jobs in forestry

The Zambia Green Jobs Programme (ZGJP) has been working with forestry growers to produce environmentally friendly building materials, specifically timber, and with the Forestry Department to build the capacity of forestry growers in areas such as business modelling, nursery and woodlot establishment and management. The timber is sold to construction companies, thereby providing income to forestry growers.

How it works

The programme is making inclusive, sustainable growth and decent work a reality for Zambians by promoting sustainable enterprises, creating more and better jobs, protecting people and preserving the quality of the environment. It comprises three distinct areas or levels of intervention:

1. Shaping attitudes, practices and behaviour towards the advantages of green buildings and their related job creation potential. Besides media messages, awareness raising is based on real life examples through the construction of locally designed demonstration houses that use green building materials and eco-efficient technology.

2. Policy-level engagement which supports government and parastatal institutions. Through a partnership with financial institutions, business development service (BDS) providers, sector associations and workers organizations, the project has initiated a regulatory reform process to promote green building practices among private and public housing developers in Zambia. Developing national green building guidelines as well as launching the Green Building Association were among the key deliverables in this area.

3. Capacity building of private sector associations and service providers. Interventions aim at improving the access of micro, small and medium-sized enterprises (SMEs) to industry-specific financial services, as well as non-financial or business development support services. The emphasis is on functional and technical-vocational skills training, sector-specific business services, and access to finance and markets. Since the programme 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.

John Busanga, 52, is a sawmillers in Chambishi (Copperbelt Province) whose business boomed after he was trained in sustainable forestry management practices by the ZGJP. He took courses in sawmilling, wood harvesting and business management. Prior to the training, Busanga engaged in unsustainable practices that resulted in loss of revenue for his business.

“I used to have a lot of challenges: business was stagnant and I never made profits,” says Busanga. “I didn’t even know how to do a business plan but after learning saw-doctoring, wood harvesting, I realized the mistakes I was making.”

After the training, profits in his business increased nearly threefold. His life has improved as he is now able to send his five children to school.

Results achieved and impact

The Zambia Green Jobs Programme:

- Facilitated access to business development and financial services for 3,729 beneficiary SMEs.
- Created new 4,326 jobs.
- Improved 3,450 through access to occupational safety health and social protection.
- Promoted the inclusion of green construction practices into the curriculum of the Copperbelt University 's School of Built Environment in areas such as urban and regional planning, real estate and building science, and architecture.
- Supported the Kalumbila Town Development Corporation (KTDC) housing in building over 8,000 houses.
- Launched the first ever Environmental Impact Assessment Guidelines for Zambia's Construction Sector in collaboration with the United Nations Environment Programme (UNEP) and the Zambia Environmental Management Agency (ZEMA).
- Partnered with the Central Statistical Office (CSO) and the International Monetary Fund (IMF) to develop the first ever Supply and Use Tables (SUTs) with green activities. The newly developed SUTs will not only give a detailed structure of the Zambian economy but also make it possible to develop a Green Economy Projection Model to project and track inclusive green growth and the creation of decent green jobs in Zambia.

Sustainability and potential for upscaling

The Programme harnessed national contributions, service user fees and other revenues to contribute towards financial sustainability. However, while financial sustainability is necessary, it is not a sufficient condition for sustainability. Therefore, in the value chain development approach, a range of factors have been observed to ensure that the results of programme interventions are being sustained into the future. These factors included: adherence to local stakeholder priorities, ownership, participation and capacity building; promotion of appropriate technology and environmental conservation. Moreover, the project sustainability has been facilitated through the following:

- Partnership with, and capacity building of, established institutions to build national and local ownership and buy-in that will continue after the project's closure;
- Mobile registration of workers and enterprises to broaden the coverage of social protection including informal workers;
- Promotion of the first association of women in the construction sector to enhance women participation;
- Regulatory reforms in the construction sector to incorporate green approaches in future construction;
- Incorporation of green concepts in to university curricula so that students graduate with full knowledge of green building techniques;
- Training of sawmillers in the timber technical training that continued to attract more participants as it resulted in reduced wastage of timber and improved profits is envisioned to better returns and creation of more job.



Building eco-friendly houses under the ILO Green Jobs programme in Zambia

18



COUNTRY	Zambia
BUDGET	USD 168,450
SDG TARGETS	2.3, 8.5
OUAGA+10	KPA 2
DURATION	2013–2018
FUNDING SOURCE	SIDA
ILO POLICY OUTCOMES	1, 5

Zambia The journey to commercialization

Farming is a major source of livelihoods in rural Zambia, but a lack of skills and knowledge often limits young farmers to subsistence agriculture. Since 2013, many rural youths have entered into successful agribusiness thanks to Yapasa, the UN joint programme on rural enterprise development for youth employment in Zambia. In the 2016/17 agricultural season, Yapasa enabled 863 youths to farm soybean on a commercial scale for the first time.

A story of impact

One of these youths was Felix Mulenga, a 27-year old farmer from the Northern Province of Zambia. Felix had always wanted to farm as business, but his productivity was low and he found it difficult to find a good market for his produce. He knew little about good agricultural practice.

Felix took his first commercial approach to farming during the 2015/16 season. He grew 10 hectares of soybean using traditional farming methods and locally available recycled seed. Like most smallholder farmers in his province, he found himself in the typical low input–low output trap: Felix harvested just 1,050 kg of soybean, representing a productivity of only 100 kg per hectare compared to the national average of 800 kg per hectare.

Then in 2016, Felix was approached by Regitech Soya Processing Enterprises Ltd, a Yapasa partner company. Regitech needed to develop a reliable supply chain for its new soybean processing plant. The company was scanning the community searching for young farmers who could quickly adopt modern production technologies to produce high quality soybean. They invited Felix to become a soybean out-grower.

Having made a loss the previous year, Felix signed up with Regitech. He hoped the company would provide him with expertise and exposure to better farming methods as well as a secure market for his crop. He received training from MRI-Syngenta and Regitech on better land preparation and farming practices, learned about new farming inputs, including crop protection, fertilizers and how to use them safely. He bought on credit the inputs needed for two hectares of land. The result was remarkable: Felix harvested 3,150 kg of soybean, a yield of 1.5 tonnes per hectare.



A young farmer receiving advice in productivity enhancement and agricultural marketing

However, while the output was excellent, the market situation was not. Due to the combination of a global surplus, exacerbated by export restrictions imposed the previous year, the price of soya crashed. Felix was nervous whether Regitech would keep their word to buy farmers produce at the agreed price. They did. Regitech paid 3.20 kwacha (ZMK) per kg, well above the market price of ZMK2.60 per kg.

Felix plans to expand his farming business in the coming years. In an environment where limited knowledge and difficulties in accessing start-up capital are a major deterrent to young entrepreneurs, he views outgrowing schemes as a promising entry point into agribusiness. He also believes that self-employment in agriculture is far better, both economically and socially, than just surviving in a low-paying job. He stands as an example in the community, not only inspiring other youths but also gaining the respect of senior farmers in his village.

Daniel Bwalya, director of Regitech Enterprises Ltd, believes that operating an outgrowing scheme is a good way to commercialize commodities in rural areas. With a strong social agenda, he wants to continue to improve this youth-inclusive business model and plans to diversify beyond soybeans. He believes that effective coordination and linkages with the out-growers and the use of an effective credit tracking mechanism are essential to providing fair and equitable enterprise opportunities for rural youth and women.



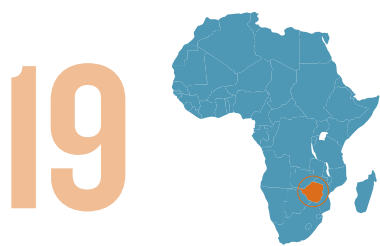
Felix Mulenga is one of 863 young people who farmed soybean on a commercial scale with support from the Yapasa project

Results achieved

Yapasa teamed up with nine companies in 2016/17, including Regitech Enterprises, to promote such out-grower schemes. These included a social enterprise, commodity traders, a commercial farm, a cooperative, a farmers' association and an agro-dealership. Yapasa supported them all to adjust their business model to tackle some of the decent-work deficits common in rural Zambia. This included addressing gender disparities by targeting at least 40 per cent women among their suppliers; enabling social dialogue by encouraging the farmers to form groups and agreeing to fair and transparent contracts; improving access to skills development and occupational safety and health by providing training in crop production and safe use of agrochemicals. The business models, each with their local variations, were driven through a partnership with MRI-Syngenta as the input supply company working at national scale to collectively enrol 1,853 smallholder farmers of whom 46 percent were youths engaging in commercial production of soybean for the first time.

Potential for upscaling and development

At least seven of the nine companies have continued with their outgrowing operations in 2017/18, although initially scaling down as they consolidated and refined the models for future diversification and expansion. Such models are highly replicable within Zambia and beyond. The Yapasa project meanwhile is encouraging young farmers to also diversify their farm enterprises beyond a single crop so that they have other options outside of the out-grower schemes, including horticultural production under irrigation during the dry season to enable more regular and year-round income.



COUNTRY	Zimbabwe
BUDGET	USD 250,000
SDG TARGETS	3.9, 4.4, 5.1, 8.b
OUAGA+10	KPA 2
DURATION	2016–2017
FUNDING SOURCE	UN, ILO (RBSA)
ILO POLICY OUTCOME	1

Zimbabwe Building a future with decent work in rural areas

Sixty per cent of Zimbabwe's population is rural, and 67 per cent of the employed population works in the agriculture, forestry and fishing sector, which also accommodates 43 per cent of the country's micro, small and medium enterprises. Moreover, seven out of ten working women are in agriculture. Despite its importance, the agriculture sector suffers from significant deficits in terms of decent work, including low incomes, occupational hazards and lagging productivity. Additional challenges faced by Zimbabwe's rural economy include climate change and natural resource depletion, particularly land and water. Post-harvest losses, estimated at 20 to 30 percent in storage alone, can be as high as 40 percent when including field, transportation, handling and processing losses. In most communal areas of the country, cereal production is characterized by one year of good harvest followed by two or three years of deficit.

A transformed community

Ringari in Zimbabwe's Makonde District, a community with 108 households and 560 residents, was cut off from the rest of the world. Clean water was 12 km away, electricity had been disconnected for 9 years and the road was barely passable. The programme collaborated with the local government in rehabilitating an old irrigation system so that the area could have easier access to clean water for household use and for crop irrigation. The electricity was reconnected and the road repaired to facilitate the community's access to markets and other services.

Skills development is key to overcoming many of these constraints as it raises the value and output of labour, empowers and enriches the lives of workers, and improves the productivity, sustainability and competitiveness of enterprises. National training systems, however, are not aligned to the needs of the rural economy. Moreover, agriculture and vocational training are not perceived positively by young people.

Since 2010, the ILO has been working with the Government of Zimbabwe, employers and workers organizations to design and implement strategies and programmes that increase productive employment opportunities and decent work in the rural economy using the Training for Rural Economic Empowerment (TREE) methodology. "Building a future with decent work in rural Zimbabwe" was a local economic development project implemented in seven districts, in which local economic opportunities were assessed to identify promising employment and income-generating opportunities for young people and women.

Removing barriers to women's economic participation

Recognizing that social and cultural norms act as a barrier to women's economic participation, the intervention began by promoting gender transformation in the home and the community. The project trained 60 heads of government departments across four provinces and 137 service providers and community leaders in seven districts to deliver gender responsive economic empowerment training programmes. Following their skills training programme, government officials from the provincial and district levels rolled out community sensitization campaigns, reaching 3,159 influential community members, as well as women, their partners, traditional



Rearing broilers for a better future

leaders, faith-based leaders, other government officials and people in business. The training improved the general community's appreciation of gender issues and women's rights. Personal mastery and transformational leadership enabled the women to confidently project themselves in their pursuit of economic opportunities.

Skills training for decent work and income

The project facilitated access to productive employment, decent work and income opportunities for women and young people to familiarize them with climate smart farming practices, as well as encouraging them to switch to high value crops. Farmers were also provided with business management skills. In addition, youth and women benefitted from post training support for self-employment, including access to finance, markets, technology, business development services and capacity for value addition. Some 580 youth and women generated self-employment opportunities, each of which created three indirect jobs. The incomes of male and female beneficiaries rose by 37.8 per cent and 76.6 per cent, respectively, compared to non-beneficiaries. The beneficiaries reported an increase in child support and health expenditure by USD 240 and USD 108 respectively per year; they also had a higher likelihood of owning a business (34 per cent) and reported higher levels of self-confidence.

Risk reduction training

The project recognised that the agricultural sector was among the most hazardous work environments, with health risks in handling of heavy materials, strenuous work postures and long working hours. Farmers further suffer exposure to harsh weather conditions, agro-chemicals, pesticides and dust. In small rural holdings, the workplace also includes the family homestead and affects living conditions. Across all the seven districts, beneficiaries and extension officers received training on how to undertake risks assessments and introduce improvements in working and living conditions using the ILO Work Improvements in Neighbourhood Developments (WIND) programme. Farmers developed action plans and made improvements to their work places and

homes. Occupational safety and health (OSH) training helped beneficiaries to increase productivity, preserve quality of their produce, prevent fatigue and reduce work related accidents. Project beneficiaries shared their knowledge with the wider community to identify and remedy hazards in agriculture. New housing and work structures were constructed in the communities, taking into account the knowledge on ventilation and storage requirements acquired during the OSH trainings. The project also sought to contribute to a reduction in new HIV infections through enhanced prevention programmes and focus on behaviour change among the target groups; and to facilitate for the quality of life for workers affected by HIV and AIDS through care, support and treatment.

Pauline Mapiko's story

“I failed to complete my formal education as my family could not afford the fees”, said Pauline, who is one of the 30 members of the Zvikomborero Poultry Business in Chinhoyi. “For years, I struggled to make ends meet, I relied on wages from casual work as a farm labourer”, she continued. In early 2017, Pauline underwent skills training and started a poultry business with her peers. She has seen a 50 per cent increase in her income since starting the business. “The thing I am proud of the most is my bank card, it represents a better future for my family. I never thought I would be able to have a bank account in my name, let alone be able to have savings to guarantee a better future for my family.”

Financial and entrepreneurial skills

In addition to TREE, the beneficiaries received training programmes on farming, on entrepreneurship (using the Start and Improve Your Business (SIYB) package) and on financial literacy, including the development of bankable business proposals for submission to micro-finance institutions. The women were also encouraged to establish Savings and Credit Cooperatives (SACCOs) to improve their access to finance. The modality has proved instrumental in providing the women with capital for business expansion, as well as household consumption.

Women's health and rights

A key component of the project was to improve awareness on women workers' rights. Special attention was paid to maternity protection in rural areas. Women were supported to develop maternity leave schemes in their group enterprises – pregnant women got six weeks off their usual duties. A member-managed day care system was established to allow the women to work with peace of mind, knowing their children were safe.



The fruits of hard work

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COUNTRY	Zimbabwe
BUDGET	USD 1,200,000
SDG TARGETS	4.4, 5.6, 8.6, 8.b
OUAGA+10	KPA 2
DURATION	2016–2017
FUNDING SOURCE	Multiple
ILO POLICY OUTCOME	1

Zimbabwe Youth improving infrastructure in Harare South

Zimbabwe has faced economic challenges over the last two decades that have diminished both central and local Government's capacities to extend or maintain public infrastructure. At the same time, the demand for such infrastructure has been growing due to demographic growth. Many urban roads have deteriorated while the number of vehicles in operation has risen significantly. The public housing system is also under pressure: according to the Ministry of National Housing and Special Amenities, some 1.2 million people are on the national housing waiting list. This situation has forced some citizens to build houses outside properly zoned and un-serviced areas, without meeting construction standards.

One such community is Hopley, a peri-urban district located on the outskirts of Harare with a population of about 200,000 people, of whom one third is aged 10–24 years. Hopley is characterized by high levels of migration, poor infrastructure, weak social services, low education, high unemployment and informal work. Young people have limited access to formal jobs and rely on the informal economy, which leaves them without decent work and in a state of working poverty. Child marriages and teenage pregnancies are common, at 18 per cent and 21 per cent respectively of the population; 70 per cent of women are mothers by age 24.

The strategy: Job training and health access

In this context, the City of Harare's Health Department, in partnership with the ILO and the United Nations Population Fund (UNFPA) and Lafarge Cement Zimbabwe, designed a skills-for-youth employment and infrastructure development project in Hopley. The aim was to improve access to sexual and reproductive health services by young people in the area, as part of the UN Joint Program on Adolescent and Youth Development (JPAYD). This public-private partnership chose Hopley as a pilot to demonstrate how investments in social infrastructure such as clinics, schools and roads can be a means to provide skills and employment opportunities for young people. A key element of the pilot was the delivery of integrated public services aimed at increasing access to and use of sexual and reproductive health services for disadvantaged young people.

The ultimate goal of JPAYD was to support young people in leading healthy and productive lives; to reduce unwanted pregnancies, early marriages, HIV incidence and school dropouts; and to create employment opportunities.

Project Funding (USD)

City of Harare	150,000
Lafarge	50,000
UNFPA	800,000
ILO RBSA	200,000

Results achieved and impact

In Hopley, vulnerable young people, particularly young women, were enrolled in a skills training programme at the St Peters Kubatana Vocational training centre:

- 50 young people were trained in brick laying, carpentry, plumbing and electrical works, and are now contributing to the construction of a polyclinic and a multi-purpose youth centre;
- 50 young people received training in cobblestone technology – a low cost employment-intensive approach to road building. A demonstration road was constructed for feasibility assessment and possible roll-out by the City of Harare.

Kudakwashe Josaka, 22 years, is one of the beneficiaries who joined the project as an apprentice in brick-laying. “When I failed to complete my Ordinary Levels, I thought that was the end of the road for me,” she said. Kudakwashe enlisted for the programme and proved herself in her trade. “I cannot wait to start working in my community and prove what I am capable of,” she added.

At the end of a six-week residential training period, the young people were placed under the guidance of experienced craftpersons and contributed to the construction of a 1,200 m² clinic and a 600 m² multi-purpose youth facility.

In addition to learning technical skills, the young people were inducted into a culture of business and networks, which will serve them well in finding jobs or getting into self-employment.

Another key element of the initiative was to promote gender equality, as 56 per cent of trainees in traditionally male dominated areas of work were female.



On-the-job training in brick-laying

All in all, the programme created a total of 4,200 workdays for the community. These work opportunities benefited about 120 young apprentices, 60 artisans and 190 casual workers. By the time the project was completed in April 2018, a total of USD 220,000 had been transferred as wages to workers from the community and income for small businesses around the work site. UNESCO joined the initiative and implemented activities to develop intercultural competencies among young women and men as a foundation for a culture of peace, cultural diversity and tolerance.

Aubrey Kwenda, 24 years old, learned brick-laying and thereafter joined hands with three of his peers to start a construction company. Their business has already won a number of contracts to build homes in their community. “We realized that as individuals it would be difficult to convince a client to give us work, but as a group it is possible and we can finish the work quickly”. With the revenue from his work Aubrey has been able to realize his dream of moving out of his parents’ home into a place of his own.



On-the-job training in cobble stone paving

Protecting People

21



COUNTRY	Cameroon
BUDGET	USD 150,000
SDG TARGETS	3.3, 8.3
OUAGA+10	KPA 3
DURATION	01/2016–12/2017
FUNDING SOURCE	UNAIDS, ILO (RBSA)
ILO POLICY OUTCOME	3

Cameroon VCT@WORK

To achieve the elimination of AIDS by 2030, Cameroon has adopted the UNAIDS 90-90-90 target, which aims to ensure that, by 2020:

- 30 million people are on treatment;
- 90 per cent of people living with HIV know their HIV status;
- 90 per cent of all HIV-infected and screened people receive anti-retroviral (ARV) treatment;
- 90 per cent of people receiving antiretroviral treatment have a permanently suppressed viral load.

With high HIV prevalence (4.3 per cent) and feminization (2.9 per cent male vs. 5.6 per cent female), the epidemic in Cameroon is widespread and affects different segments of the society, particularly the world of work (4.9 per cent).¹ Ranked among the so-called high-impact countries for AIDS, the country hopes to treat 90 per cent of the 520,000 people living with HIV (PLWHA) by 2020. However, at the end of December 2015, only 168,249 people were on treatment, representing a gap of 64 per cent compared to the 299,751 people who need to be identified and treated in order to reach the 2020 target. Factors that contribute to limiting the demand for testing services and acceptance of care include accessibility to care and recurrent stigma and discrimination, including in the workplace.

The strategy

The ILO's VCT@WORK initiative provides voluntary and confidential counselling and HIV testing in the workplace. Implemented during the 2016–2017 biennium, it aligned with other interventions to help bring the country towards the 2020 objectives. It targeted workers (men and women) regardless of the economic sector in which they operate (public, private, formal and informal), or their type of economic activity. It involved two main stakeholders who are the pillars of the intervention: the Ministry of Labour and Social Security and the National AIDS Control Committee (NACC). Screening under the VCT@WORK initiative was promoted and carried out in accordance with the principles of ILO Recommendation No. 200 on HIV–AIDS in the world of work and the protocols adopted by the Ministry of Public Health.

¹ Institut National de la Statistique (INS) et ICF. International (2012). Enquête Démographique et de Santé et à Indicateurs Multiples du Cameroun 2011. Calverton, Maryland, USA: INS et ICF International. Available at: <https://dhsprogram.com/publications/publication-FR260-DHS-Final-Reports.cfm>.

The implementation strategy for VCT@WORK in Cameroon included: strategic advocacy led by the Minister of Labour and Social Security and the organization of workplace screening campaigns in collaboration with the NACC Mobile Units, or by corporate medical centres with expertise in this area. Campaigns to promote HIV testing were linked to awareness sessions aimed at reducing HIV and AIDS related stigma and discrimination in the workplace. Civil society organizations (CSOs) and informal economy organizations, as well as networks of PLWHA associations, were involved at the operational level in running campaigns to promote awareness of HIV and AIDS-related rights at the workplace alongside the promotion of HIV testing.

Results achieved and impact

Significant results were achieved in terms of both screening and access to care:

- 90,662 people (59,585 men, 31,077 women) in formal and informal workplaces have been tested for HIV and know their HIV status;
- 1,691 positive tests (1,048 men, 643 women) were referred to health facilities and received ARV treatment;
- In order to improve access to health care for workers who tested positive, 11 company-based medical centres were set up as AIDS treatment units under the auspices of the Minister of Public Health. In collaboration with the Ministry of Public Health and the Ministry of Labour, 14 other medical facilities of companies that provide medical coverage to 17,329 workers and their dependents have been equipped with technical skills and medicines that will enable them to treat and monitor 396 workers living with HIV who have already been screened.

Potential for sustainability and upscaling

The VCT@WORK initiative demonstrates great potential for sustainability and upscaling. This is demonstrated by its ownership by the Ministry of Labour and the lead taken by its Minister to ensure the mobilization of stakeholders in the workplace. It is also backed by the Ministry of Public Health's policy to strengthen the decentralization of AIDS care.



Voluntary HIV testing

22



COUNTRY	Democratic Republic of the Congo
BUDGET	USD 252,000
SDG TARGET	1.3
OUAGA+10	KPA 3
DURATION	01/2016 – 12/2017
FUNDING SOURCE	ILO (RBSA)
ILO POLICY OUTCOME	3

Democratic Republic of the Congo

Building a social protection floor

In the spirit of [ILO Recommendation 202](#) on national social protection floors,¹ the Democratic Republic of the Congo has launched a process to strengthen and extend its social security system. The main goal was to support the country in developing a national social security policy and strategy.

To this end, a participatory process was initiated, led by the National Social Protection Task Force composed of representatives from Government, workers' and employers' organizations as well as other stakeholders. At the end of this process, which was supported by the ILO in consultation with other technical and financial partners who are members of the Donor Group on Social Protection (GIB-PS), four papers were validated by the National Labour Council and approved by the Government's Socio-economic and Cultural Commission:

- The national social protection policy;
- The national social protection strategy;
- The Implementation Plan of the National Strategy for Social Protection; and
- The budget for the national social protection strategy.

Following the approval of these documents, the ILO continued its support, at the request of the Government authorities, to establish an institutional and legal framework to implement the social protection floor. Subsequently, the technical capacity of approximately 250 stakeholders was built or strengthened locally in the country. At the same time, three other stakeholders, including the Secretary General for Employment and the Senior Advisor to the Prime Minister on Social Security Reform, took part in the Academy on Social Security held at the ILO's International Training Centre in Turin from 19 to 30 October 2016. Thereafter, the architecture of the universal health coverage system was validated, a feasibility study on a social security system for the self-employed was carried out, and a national methodology for targeting the poor and vulnerable was developed with the joint support of the ILO and the World Bank.

¹ Available at: https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO:12100:P12100_ILO_CODE:R202

In addition, the DRC has enacted two fundamental texts to strengthen its social protection system during the 2016-2017 biennium:

- Act No. 16/009 of 15 July 2016 on the general social security system, which strengthens the institution's governance and broadens the range of services offered; and
- The Act determining the principles of social mutual benefit companies, passed into law in February 2017.

In a bid to facilitate the enforcement of the new law on the general social security system, the Government of the Democratic Republic of the Congo signed a memorandum of understanding with the ILO in the amount of USD 252,000 to conduct an actuarial valuation of the National Social Security Institute (INSS). The signing of this Protocol was preceded by an ILO mission from 4 to 10 September to enlighten national stakeholders on the issue of calculating retirement pensions in the country.

On the basis of these various achievements, the Democratic Republic of the Congo now has tools and mechanisms for strengthening its social protection system to ensure better coverage of the population, especially the most vulnerable.



View of participants to the validation workshop of mechanism to strengthen the social protection in the DRC

23



COUNTRY	Ethiopia
BUDGET	USD 3,000,000
SDG TARGET	8.8
OUAGA+10	KPA 3
DURATION	02/2013–07/2016
FUNDING SOURCE	EU, ILO, UN-Women
ILO POLICY OUTCOME	9

Ethiopia Protecting female domestic migrant workers

Migrants – mostly women – account for more than 80 percent of domestic workers in the Arab states, which is the highest percentage globally. Many of those female migrant domestic workers originate from Ethiopia. In the past, the young women and girls would leave their home country mostly unprepared; as a result, many were victims of abuse and violence in the countries of destination. In addition, forced labour is widespread among migrant domestic workers living in the Middle East, particularly in the countries belonging to the Gulf Cooperation Council (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates). This is largely due to the prevalent kafala system, i.e. a sponsorship system that ties migrant workers to individual sponsors for the contract period. Under kafala, domestic workers have no say in their contract or working conditions and cannot terminate their employment contracts, resulting in seriously restricted labour mobility. Domestic workers who leave their employers are considered runaways and can be arrested and deported. Excluded from labour laws in most Arab countries, domestic workers live and work in isolation. They cannot establish trade unions and their voice and agency to claim rights are curtailed.

Project objectives

In order to improve their situation, the ILO developed a project entitled, a “Tripartite Framework for the Support and Protection of Ethiopian Women Domestic Migrant Workers to the GCC States, Lebanon and Sudan”. The project objectives were to:

- Develop an operational Framework for regular cooperative action and exchange of information between sending and receiving countries;
- Increase awareness about ILO Convention 189¹ in view of its ratification;
- Enhance the capacity and legal basis to provide decentralized, more efficient and coordinated services to current and future domestic migrant workers, and to returnees;
- Strengthen the commitment of stakeholders, including Government and public employment agencies to enforce the legislative and regulatory framework pertaining to overseas employment;
- Establish and strengthen information-outreach-support centres in the country of origin;
- Reduce the number of disputes arising between domestic workers, employment agencies and individual employers;
- Adequately prepare domestic migrant workers prior to departure, and provide support upon return, to enable them to fully contribute to the economy of sending and receiving.

1 C189 - Domestic Workers Convention, 2011 (No. 189).

Results achieved

This project made a significant contribution to better protecting domestic migrant workers and promoting fair recruitment procedures and decent employment conditions. The project's final independent evaluation recorded impressive achievements, including:

- The strengthening of migrant domestic workers' capacity to empower and protect themselves while overseas through the design of a pre-departure training manual and pre-departure orientation and skills training;
- In destination countries, the project strengthened local migrant domestic worker associations and groups through training in group management, advocacy, and awareness raising;
- Publication of research reports on a variety of issues pertaining to Ethiopian migrant domestic workers.

Further impact on policy and practice

The project supported the revision and dissemination of the current Ethiopian Overseas Employment Proclamation 923/2016 which aimed at alleviating problems that characterised the previous Overseas Employment Proclamation 632/2008 and the centralization of labour migration services.

The project also assisted the Government of Ethiopia in negotiating rights-based recruitment and employment conditions for labour migrants by developing model memorandums of understanding and standardized employment contracts in line with international instruments.

To better protect migrant workers and support enabling mechanisms to advocate for their rights in Lebanon, bilateral agreement was signed between the Confederation of Ethiopian Trade Unions (CETU) and FENSOL (*Fédération Nationale Des Syndicats des Ouvriers et Employés au Liban*).



Group of domestic workers rejoicing at adoption of the Domestic Workers Convention (C.189) by the 100th session of the International Labour Conference, June 2011

Six migrant resource centres (MRCs) were established in six Ethiopian districts which serve as a hub for information and training on overseas employment. The MRCs provide accurate and timely information on regular migration as well as counselling services for prospective migrants and returnees.

A web-based Ethiopian Migrants Data Management System was designed to monitor and ensure the security and safety of regular migrants traveling to the Middle East for overseas employment. Moreover, rights and obligations leaflets and information guides were prepared on ILO's Domestic Workers Convention No. 189 for advocacy and awareness raising activities.

Developing pre-departure training manual and delivering pre-departure orientation and skills training capacitated the migrant domestic workers to empower and protect themselves while overseas. They also helped to strengthen migrant domestic worker's associations and groups in destination countries through trainings in group management and advocacy and awareness-raising activities.

The project targeted 1,397 returnees and potential migrants; 1,062 of them have started income generating activities, either self-employed or in wage employment.

Sustainability and potential for upscaling

The project strategy strongly emphasized the concern for long-term sustainability, and therefore focused on strengthening the enabling environment through appropriate legal and policy frameworks, improving coordination on migration issues, and advocating through public information campaigns, awareness raising and capacity strengthening. The project also strengthened the capacities of federal and regional government structures to sustain the project initiatives over the long term. The institutionalization of the Community Conversation mechanism into the Addis Ababa city administration and Oromia, Amhara and Tigray regions is a fundamental step towards the sustainability of project activities as it will strengthen the Government's effort to combat irregular migration through the national and regional Anti-Human Trafficking Council.

The project is now in its second phase, which focuses on building the capacity of Government bodies and improving labour governance. The three-year project, entitled, "Improved Labour Governance to Protect Migrant Workers and Combat Irregular Migration", is funded by the United Kingdom's Department for International Development.

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COUNTRY	Ethiopia
BUDGET	USD 349,000
SDG TARGETS	1.3, 4.5, 4.a, 8.5, 10.2, 11.2
OUAGA+10	KPA 3
DURATION	6/2016–9/2017
FUNDING SOURCE	UN-MPTF
ILO POLICY OUTCOME	Crosscutting

Ethiopia Social inclusion of persons with disabilities

This project aims to address the challenges of discrimination and barriers against persons with disabilities in the areas of access to skills training and employment. As a “One UN” project, the initiative was jointly implemented by the ILO and the Office of the Regional Office for East Africa of the UN High Commissioner for Human Rights (OHCHR) with support from the UNs Partnership on the Rights of Persons with Disabilities (UNPRPD), a Multi-Partner Trust Fund (MPTF).

Project objectives

The objectives of the project were to:

- Strengthen the capacity of public institutions to deliver services to persons with disabilities; and
- Promote the rights and inclusion of persons with disabilities through improved community awareness.

Activities and results

In its first phase, the UNPRPD project contributed to improving the capacity of Government ministries and disabled persons organizations (DPOs) to implement the UN Convention to Promote the Rights of Persons with Disabilities (CRPD) as well as to national policies and laws on disability rights and inclusion. Through its partnership with DPOs, media and relevant Government institutions, the project has improved public awareness about the rights of persons with disabilities.

The project provided government authorities at the national and regional levels with disability equality training (DET), and equipped them resource material, such as disability guides and tools in local languages, sign-language dictionaries, and braille printers. In doing so it has contributed to an increase in the number of public institutions that have mainstreamed disability in their programmes and services. The fifteen ministries and bureaus (up from four) that have the mandate to implement the country’s social and economic policies and provide justice services, have taken concrete measures to mainstream disability in their annual plans. The implementation of those disability-inclusive annual plans is monitored by the Ministry of Labour and Social Affairs and the Social Standing Committee of the country’s parliament.

“ The UNPRPD project has assisted the Ethiopian Human Rights Commission in taking on its mandate to educate the public with a view to enhancing its tradition of respect for human rights. We were able to reach out to not only our colleagues in the different regions of the country but also different ministries and build our network. Our work in this area has just begun but I am confident that with the knowledge and tools we have acquired; we will effectively demand for enforcement of the rights of persons with disabilities.”

Rehim Baharu, Children and Women’s Affairs Unit, Ethiopian Human Rights Commission

Raising awareness of disability rights

The attitude of people and institutions in Ethiopia towards disability is changing due to the media's intervention in awareness raising sponsored by the UNPRPD project. This includes a radio programme that was listened by two million people and got 30,000 likes on Facebook. Such awareness raising is expected to improve the access of persons with disabilities to school, the labour market, as well as skills and enterprise development programmes.

“From the DET training, I have learned about barriers that hamper persons with disabilities from participation. The formula defining disability that I got from the training is simple and unforgettable. Disability is defined as: $D = I + B$ where D = Disability; I = Impairment and B = Barriers. I have also noted that barriers that deter persons with disabilities from full participation are attitudinal and environmental. I am also exposed to existing international and national laws concerning disability rights. The UN CRPD is one of the international legal instruments that Ethiopia has ratified and is implementing. I have learned that all ministries and government executive organs are by law (Proclamation 916/2016) obliged to include disability, HIV/AIDs and issues of elder citizens in to their annual plans and programmes.”

Momina Hussein (Secretary) Amhara Regional Branch of the Federation of Ethiopian National Associations of Persons with Disabilities (FENAPD)

A commitment to inclusivity

These positive changes benefit from the Government's commitment to implementing national and international laws on disability rights and inclusion along with a strong voice from organizations of persons with disabilities. The project has throughout promoted the participation of disabled persons and their representatives in training workshops, events, consultations with Government ministries and bureaus and media activities. Persons with disabilities have also served as trainers and facilitators in awareness raising and training workshops, including DET. The participation of women, including those with disabilities, has grown over time, from just 22 per cent in the beginning to 56 per cent in 2017.

Sustainability and upscaling

The UNPRPD project has also contributed to improved relationships and partnership building among key actors in Ethiopia that are involved in the enforcement of the CRPD and the implementation of national laws and programmes on disability rights and inclusion. Using the DET approach and building partnership among government actors and DPOs was a key instrument for sustainability and replication in other countries.



Shoe shopkeeper with a disability, serving customers in Ethiopia's Tigray region

25



COUNTRY	Liberia
BUDGET	USD 284,620
SDG TARGETS	3.3, 3.b
OUAGA+10	KPA 2, KPA 3
DURATION	2016–2017
FUNDING SOURCE	UN-MPTF
ILO POLICY OUTCOME	1, 3

Liberia

Improving sanitation and jobs in response to Ebola

Soon after the end of the Ebola outbreak, which left thousands of Liberian citizens dead and many more families (including children) affected, the ILO, in collaboration with UNICEF and UN-Habitat, implemented the Ebola Response Multi-Partner Trust Fund project. The project objective was to “upgrade water and sanitation systems with an added focus of incorporating skills-based training and promoting employment for youth in Ebola-affected slum communities of Liberia”. It was implemented in Clara Town, one of the hardest-hit slum communities in the country’s capital, Monrovia. The project beneficiaries included the 74,000 inhabitants of Clara Town, officials from the Monrovia City Corporation, the institution responsible for solid waste management, and the Liberia Water and Sewerage Corporation.

The strategy

The project sought to improve the living conditions of the people of Clara Town by reducing their vulnerability to infectious diseases and to strengthen their resilience through the creation of livelihood opportunities. Applying the public-private partnership (PPP) approach, the project ensured the active participation of all stakeholders and community leaders on all aspects of its implementation. At the same time, the project furthered several development goals, such as the provision of safe drinking water, solid waste management and basic sanitation, and the expansion of job and livelihood opportunities through skills training and labour-intensive public works.

“Without any system for the collection and disposal of garbage, Clara Town has been heavily littered with garbage, which added to our many problems of water and sanitation caused by the widespread practice of open defecation. Today we are grateful for your intervention, which has reduced our problems through the construction and rehabilitation of toilets, showers and water kiosks.”

Varney Kiowon, Assistant Township Commissioner

Results achieved and impact

It improved the capacity of government officials, municipal authorities¹ and community-based enterprises to address water, sanitation and solid waste management challenges in the slum areas of Monrovia. Moreover, the project strengthened the capacity of local community groups to effectively manage the delivery of water and sanitation services. The project trained 102 youths in entrepreneurship, carpentry, masonry, plumbing, interior decoration, catering and computer software. Fifty members of five CBEs were also trained in business and technical skills and in solid waste management. In addition, the project supported the establishment of an association of waste collection CBEs, which was assisted with the tools such as two twenty-foot containers, tricycles, standing and hanging scales and others for low cost waste recycling. Furthermore, 34

¹ Including the Liberia Water and Sewer Corporation (LWSC) and Monrovia City Corporation (MCC).

officials from Monrovia City Corporation (MCC), the Liberia Water and Sewer Corporation (LWSC) and other agencies were trained in water tariff formulation, solid waste management (including policy and legal aspects), public-private partnerships and landfill operation and maintenance.

The project could count on the full backing of all relevant ministries and agencies of the Government of Liberia and promoted participatory approaches that engender local ownership.

Results achieved

A 15% increase in the number of households covered by solid waste management services, which rose from 35% to 50%.

250 jobs created during the project's construction phase.

“ Evelyn joined the waste collection team of SKD Ventures through a recommendation from the Clara Town–Doe Community Elder Council. Prior to this, Evelyn lived independently as a 7th grade school dropout and a victim of early pregnancy, which left her with a three-year-old daughter. Before joining the ILO-supported community empowerment project, Evelyn had some challenges with the waste collection system but gained confidence after a capacity-building training on the job, during which she learned about new skills and opportunities of the waste project.”

Bohlen Wehlen, Manager, SKD Ventures

There was a clear understanding of the roles and responsibilities of all parties involved and the project received adequate support from the three UN agencies (ILO, UNICEF and UN Habitat) that jointly implemented the project under the UN's “Delivering as One” approach.

Potential for upscaling

Encouraged by the project's success its beneficiaries, in particular the five community-based enterprises (CBEs) responsible for solid waste management, recommended the formulation of a National Urban Policy (NUP) for Liberia. The Cities Alliance, an international NGO advocating for “Cities without Slums”, is currently working with the Monrovia City Corporation and the Association of Slum Dwellers to develop this policy. The NUP will constitute a framework to address urban challenges and maximize the benefits of urbanization, while mitigating potential adverse effects.

The project's final evaluation confirmed that it had surpassed its expectations, and that its strategic results were durable and could be replicated. A number of other institutions, including the Cities Alliance and OXFAM, are implementing similar projects in other communities. The project has clearly demonstrated a great potential for upscaling and replication, both within Liberia and elsewhere.



Slippers produced by students from the Interior Decoration class

26



COUNTRY	Tanzania
BUDGET	USD 100,000
SDG TARGETS	3.3, 4.4, 8.5, 8.6, 8.b
OUAGA+10	KPA 2, KPA 3
DURATION	2015–2017
FUNDING SOURCE	Sweden, US, UN
ILO POLICY OUTCOMES	1, 6

Tanzania HIV and youth employment

The nexus between unemployment and working poverty on the one hand and vulnerability to HIV on the other are well recognized. First, young people facing challenges in the labour market may have no choice but to undertake work that is marginal, dangerous or illegal, sometimes leading to risky behaviour and higher exposure to HIV. Second, youth living with HIV or affected by the epidemic might have more difficulties in finding decent jobs because of HIV-related stigma and discrimination. According to the 2017 Tanzania HIV Impact Survey, the country has approximately 1.4 million people living with HIV (5 per cent of adults aged 15 to 65).

The strategy

The ILO implemented the UN Joint Programme on Youth Employment, taking into account young people's susceptibility and vulnerability to HIV and AIDS. It sought substantial involvement of social partners, both in formal and informal work settings, in implementing interventions that supported sustainable enterprise development and improved working conditions for young people. The initiative benefited from lessons derived from the ILO regional programme on HIV Vulnerability Reduction through Economic Empowerment along the Transport Corridors which was implemented in Tanzania, Malawi, Zambia, Mozambique, Zimbabwe and South Africa in 2011–2015 (funded by SIDA).

Project objectives

The joint UN programme aimed at increasing HIV knowledge and services, facilitating access to entrepreneurship and business training and services and providing access to financial services through a youth revolving fund mechanism as well as the Youth Development Fund and the Women Development Fund. The programme also promoted formalization through group formation and business registration, and stimulated economic opportunities that provide viable life-coping alternatives and reduce HIV vulnerabilities.

The project pursued the following objectives:

- Working conditions of young women and men in self and/or wage employment in the informal sector are improved;
- Gender sensitive economic activities started by people living with or affected by HIV to reduce their vulnerability.

Results achieved and impact

In pursuing these objectives, the project recorded the following results:

- A pool of 35 trainers specialized in business skills was established;
- The knowledge and skills of 537 HIV-vulnerable youths in areas related to entrepreneurship development, business formalisation processes and in income-generating activities (IGAs) were strengthened;
- Local government authorities (LGAs) in the districts where the project was implemented have mainstreamed economic empowerment through Youth and Women Development programmes;
- 133 youths formed eight fully registered saving and credit groups with an average capital of approximately USD 500 each;
- 308 youth in Makete district are now self-employed in a variety of businesses, such as potato farming, tailoring, retail shops, timber, cafes, beekeeping, poultry farming, and keeping pigs and guinea pigs;
- The economic empowerment initiative facilitated access to HIV testing services for informal and formal workers including young people; 3,008 were tested in 2017.

At 18 and just out of secondary school, Angel Banda knew what she didn't want: working as a maid for a man who continually propositioned her for sex. In fact, she didn't want to depend on men at all. Her hometown had few options, so she moved more than 300 miles to Kyela, one of Tanzania's southernmost districts to pursue her dream of becoming a hair stylist.

Through the joint UN programme, Angel took part in an entrepreneurship training on business and marketing skills and financial management. She also learned about gender issues, including how to avoid gender-based violence, effective communications skills, and HIV prevention.

With new business skills and a grant from the revolving fund, she managed to establish her hair cutting salon in her village and now lives independently.

Contribution to policy development

ILO's work on HIV and AIDS contributed to the realization of Tanzania's national development goals, such as the Five-Year Development Plan 2016/17–2020/21, which calls for the mainstreaming of HIV and AIDS in all sectors, as also recommended in the ILO Recommendation No. 200 on HIV and AIDS in the world of work, 2010. At the policy level the project:

- Participated in the review of the National Multi-Sectoral HIV and AIDS Strategic Frameworks (NMSF III) covering the period 2012/13 - 2017/2018 and development of NMSF IV covering 2018/19 - 2022/23. The NMSF IV, among others, takes into account the Employment and social protection interventions as part of mitigation factors for HIV vulnerable population;
- Facilitated the formulation of HIV and AIDS Codes of Conduct in the World of Work adopted in Tanzania mainland in 2016 and in Zanzibar in 2017. The Code prescribes how employers and workers are to comply with provisions pertaining to rights at work, non-discrimination and reasonable accommodation for people living with HIV and AIDS;
- Supported the development of a Health Sector HIV and AIDS Strategic Plan 2017–2022, which includes a workplace component;
- Collaborated with the Association of Tanzania Employers (ATE) reviewed in the design of a Private Sector Strategic Plan on HIV and AIDS (2017);
- Worked with the Trade Union Congress of Tanzania (TUCTA) in reviewing its HIV and AIDS and Occupational Health and Safety (OHS) policies in 2017;
- Contributed to the formulation and adoption of the National Guideline on Management of HIV and AIDS and Non-Communicable Disease in the Public Service 2016.

This achievements at the policy level have greatly contributed to the sustainability of the project.



Angel Banda “Today, I own my business, I know my health status, and I understand how to protect myself from HIV infection.”

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COUNTRY	Tanzania
BUDGET	USD 600,000
SDG TARGET	1.3, 3.8, 8.b
OUAGA+10	KPA 2, KPA 3
DURATION	2 years
FUNDING SOURCE	Government of Tanzania
ILO POLICY OUTCOME	3

Tanzania Social security reforms

Until July 2018 the Tanzania's social security system was comprised of six social security schemes and institutions, five of which were located in Tanzania mainland and one in Zanzibar. All six schemes were characterized by limited coverage in terms of membership, scope and access to benefits. The schemes cover less than 1 per cent of the entire population and just 6.5 per cent of the total labour force in the formal economy, i.e. workers who are economically more affluent and live in urban areas.

Over 90 per cent of all Tanzanians are self-employed in the informal economy, and the great majority of those are excluded from the existing social security schemes; this makes them very vulnerable to economic shocks and prone to impoverishment in the case of illness, accidents or disease.

In this context, the Government of Tanzania, through the Prime Minister's Office, Labour Employment, Youth and Persons with Disability and the Social Security Regulatory Authority (SSRA), requested the ILO to undertake an actuarial valuation of five social security schemes and one health insurance scheme in Tanzania. The study was meant to carry out a cost-benefit analysis, separate the various benefits accounts, propose policy reform options and make specific policy recommendations. The study covered aspects such as leadership and management, financial flows, coverage, benefits, membership and financial sustainability. The findings of the actuarial study have been instrumental in developing a reform agenda to improve the sustainability of the social security funds and expand social security coverage..

The Government of Tanzania has been cooperating with the ILO and other development partners and stakeholders to improve the social security systems, to enhance its functionality and to ensure that they fulfil their mandate in terms of coverage expansion and increased benefits (number and size) while preserving the financial sustainability of the funds. The actuarial valuation exercise provided a more comprehensive picture of the funds' situation with regard to demographics, labour force, investments, legal issues, and financial and sustainability projections while identifying major risks and challenges the funds face or may face. The study provided a series of key recommendations, namely:

- Develop policy guidelines to ensure the quality and sustainability of social security schemes;
- Formulate a Social Security Funding Policy;
- Develop an unemployment benefit scheme;
- Merge social security funds from five to two funds (one for private and one for the public sector);
- Harmonize legislation governing social security funds; and
- Establish formal unemployment insurance.



Tailors sewing garments with industrial machines in a workshop, Stone Town, Zanzibar

The Government of Tanzania has implemented several of those recommendations, including: elimination of withdrawals; establishment of unemployment benefits and the merger of social security funds from five to two funds. With ILO support, the Government developed the Public Services Social Security Fund Act (2018) which paves the way for the merger into one entity of four social security funds that caters for civil servants and the National Social Security Fund (NSSF) to cater for private sector servants. In addition, the ILO developed policy instruments on social protection reforms on the basis of actuarial recommendations and currently conducting capacity building interventions on actuarial valuation.

Advancing Rights

28



COUNTRY	Côte d'Ivoire
BUDGET	USD 224,000
SDG TARGET	8.7
OUAGA+10	KPA 1, KPA 3
DURATION	2016–2018
FUNDING SOURCE	US Department of Labour
ILO POLICY OUTCOME	8

Côte d'Ivoire Fighting child labour (CLEAR)

The National Survey on the Status of Employment and Child Labour conducted in 2013 showed that more than a quarter (28.2 per cent) of Ivorian children aged 5–17 are in economically active employment, including 539,177 children who are engaged in hazardous labour.

The Government of Côte d'Ivoire, in collaboration with social partners, has undertaken to set up a monitoring mechanism to combat child labour in accordance with Article 5 of ILO Convention 182 on the Worst Forms of Child Labour, stipulating: “Each Member shall, after consultation with employers’ and workers’ organizations, establish or designate appropriate mechanisms to monitor the implementation of the provisions giving effect to this Convention.” This mechanism is called the Observation and Monitoring System of Child Labour in Côte d'Ivoire (SOSTECI). Leading up to its adoption was a process to set up a child labour monitoring system that began in 2004 which was subject to successive tests and improvements with ILO support.

The operations of SOSTECI, which previously suffered from a number of shortcomings, has been bolstered and improved under the ILO global CLEAR programme.¹ The project’s initiatives, which were undertaken with the full involvement of ILO constituents in Côte d'Ivoire, resulted in the establishment of a flexible and sustainable child labour monitoring system. In this regard, the following milestones have been reached:

- The composition and functioning of village and departmental operational units (UOV and UOD) have been reviewed with a view to making them lighter and locally manageable;
- The process of managing and transferring data from the grassroots (UOV) to the apex of the system (UOC: Central Operational Unit) has been streamlined and clarified by specifying the responsibilities of each stakeholder;
- The SOSTECI framework paper and the SOSTECI implementation guidelines and manuals have been fully revised;
- Data collection tools have been streamlined and reformatted; a specific tool for collecting data on the interventions of private sector entities in the cocoa growing sector has also been introduced.

¹ CLEAR stands for country level engagement and assistance to reduce child labour, a global project funded by the US Department of Labor.

Encouraged by such promising results, the Government has now committed itself to providing SOSTECI with a legal status and to include it in the public financing programme (PIP 2018–2020),² thereby contributing to an integrated financing framework for the system in which the private sector of the cocoa industry also plays a key role.

Moreover, in this dynamic to ensure sustainability of SOSTECI, the Government has initiated the process of extending the implementation of the system in new regions of the country, particularly in the departments of San Pedro and Grand-Bereby, by creating structures, training technical actors, and providing mobilization and system operation equipment. Overall, SOSTECI is now committed to ensuring sustainability through a high level of collaboration between the Government and private companies operating in the cocoa sector.



Handing over of equipment to an NGO engaged in the fight against child labour

² Under the 2018–2020 PIP, the Ivorian government pledged a direct public budget contribution of CFAF 2,250 billion to SOSTECI.

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COUNTRY	Eswatini (Swaziland)
BUDGET	USD 47,000
SDG TARGET	16.3
OUAGA+10	KPA 1
DURATION	2014–2017
FUNDING SOURCE	ILO (RBTC, RBSA)
ILO POLICY OUTCOME	2

Eswatini Labour law reform to regain AGOA status

The ILO, through its Pretoria office, had come to the conclusion that certain labour-related issues in Eswatini were not conducive to the achievement of decent work. In recent years, the Kingdom of Eswatini had appeared seven times before ILO supervisory bodies (i.e. the Committee on the Application of Conventions and Recommendations, the Committee on the Application of Standards and the Committee on Freedom of Association). Furthermore, the country has been four times subject of a special paragraph¹ (in 2009, 2010, 2011, and 2015).

As a result, the ILO had high-level missions to Swaziland 2006 and 2010, followed by a fact-finding mission in 2014 and a direct-contact mission in 2017. The ILO as well as the Government of the United States were deeply concerned about the Government of Eswatini's lack of measurable progress on workers' rights issues; this situation prompted the US Government to remove Eswatini in January 2015 from the list of AGOA-eligible countries.² Concerns were raised in particular with regard to the lack of protection of the freedom of association and the right to organise, including the use of security forces and arbitrary arrests to intimidate peaceful demonstrations, and the lack of legal recognition of union federations. These actions were grounded in certain provisions of the national legislation, such as the Suppression of Terrorism Act and the Public Order Act.

In this situation, and on the basis of the outcomes of the various missions mentioned above, the ILO worked with the Government of Eswatini to amend the labour code in order to establish a more conducive legal environment for workers, and to pave the way for of decent work. With support from the ILO, the Government reviewed and amended the Industrial Relations Act, removing the civil and criminal liability of trade union leaders. This amendment laid the foundation for a sound dialogue between the Government and the social partners. Secondly, the Government revised the Public Order Act of 1963 to incorporate appropriate measures to bring it in line with ILO Convention No. 87 concerning the freedom of association and right to organize, which Eswatini has ratified. The Suppression of Terrorism Bill was amended as well. Moreover, the Government, the social partners and the ILO agreed on a work plan towards the Implementation of a Code for Managing Industrial and Protest Action, which had been drafted in July 2016 by the tripartite constituents and the relevant stakeholders.

¹ Situations of special concern are highlighted in special paragraphs of the general report of the ILC Conference Committee on the Application of Standards.

² The African Growth and Opportunity Act is a US Trade Act that enhances market access for qualifying countries.

These bills were passed by the house of Senate in July 2017 and were subsequently endorsed by His Majesty King Mswati III. As a result of these changes, US President Trump approved on 27 December 2017 the re-admission of Eswatini to the AGOA, announcing that Eswatini would become eligible for AGOA-associated benefits in the 2018 calendar year.

The re-establishment of the AGOA status was made possible by the fact that Eswatini had achieved tangible progress in relation to the AGOA eligibility benchmarks, which include: the respect of the rule of law, poverty reduction, combatting corruption, respect for worker and human rights, child labour restriction and market openness.



Young women working in a textile company in Matsapha industrial area

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COUNTRY	Lesotho
BUDGET	USD 500,000
SDG TARGETS	8.8, 16.6
OUAGA+10	KPA 1
DURATION	01/2016–03/2018
FUNDING SOURCE	US Department of Labor
ILO POLICY OUTCOME	7

Lesotho

Strengthening labour inspection

“The programme has been very fulfilling in the sense that it has provided me with clarity on most of the issues that I took for granted since I deal with them on a daily basis. I have now been capacitated with skills and knowledge on application of the labour law – the provision of all the labour law statutes that we are supposed to enforce as labour inspectors. I want to thank the ILO Strengthening Labour Inspections Project in Lesotho for the training, as well as providing backpacks which are necessary for field work.”

Limpho Ramoseeka, veteran labour inspector

While the act of labour inspection is often seen as a punitive activity, its value as a tool for developing a business and implementing decent work is often overlooked or even misunderstood, sometimes, even by the inspectors themselves. It is with this positive and constructive understanding of labour inspection in mind that the ILO Pretoria Office implemented, with support from the United States Department of Labour, the project, “Strengthening Labour Inspection in Lesotho”.

The project focused on strengthening the entire labour inspection system with the objectives of improving the management and procedures, the methods to conducting inspection visits and improving partnerships and discussions with stakeholders to make the inspections more relevant within the Lesotho context. The capacity-building activities and the collaborative development of tools and processes were singled out by the project beneficiaries as having had the greatest impact.

The project approach was characterized by two important implementation principles: collaboration and sustainability. From the very beginning of the programme, the ILO involved tripartite constituents to participate in the identification of deficiencies and in the development of contextually appropriate responses for the labour inspectors. Several workshops and meetings with representatives from government, business and employers’ organizations fostered a dialogue and helped to develop a common understanding of the nature and role of labour inspection in developing the economy. Such collective actions clarified and demonstrated the value of labour inspection.

Sustainability was enhanced through refining management systems and reworking the labour inspection processes. Capacity building is key in developing the labour inspectorate and ensuring the sustainability. Through the interactive workshops and seminars, the labour inspectors’ knowledge and skills were developed to respond to the Lesotho environment.

Moreover, sustainability was ensured through the development of standardized tools to guide the inspection process. Newly designed inspection forms were piloted in the country's 10 districts, with 77 inspections using the improvement notice form, which replaced the former inspection report that the inspectors had to type. Positive feedback was received from the labour inspectors on the improvement notice form; any non-compliances discovered during an inspection was recorded on the form and submitted to the employer during the inspection. This system reduced the number of trips to the establishment for the delivery of a typed report and has addressed the lack of computers and printers that, according to the inspectors, had affected the effectiveness of their work.

“ The experience I gained from the deliberations and presentations in the workshops is tremendous and it was an eye opener. We learnt about the application of the labour law taking into account the rights and freedoms of workers enshrined in the Constitution of Lesotho.”

Thabang Eugene Moeketsi, veteran labour inspector



Launch of the project “Strengthening Labour Inspection in Lesotho”

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COUNTRY	Madagascar
BUDGET	USD 35,000
SDG TARGETS	8.6, 8.7
OUAGA+10	KPA 1, KPA 3
DURATION	2016–2017
FUNDING SOURCE	ILO (RBTC)
ILO POLICY OUTCOME	8,1

Madagascar Getting over the ‘Foroches’

Located in the north of Madagascar, the city of Diégo-Suarez has many tourist attractions, such as an exceptional environment, beaches and old colonial buildings that give it a special charm. However, a few years ago, the city had to deal with the phenomenon of organized gangs, generally referred to as “Foroches”, which created insecurity and threatened tourism.

“Here, it was not an issue of trafficking in hard drugs, like in some Western countries, but rather a matter of neighbourhood rivalry, often around girls going out with members of the opposite group,” says Police Commissioner Roger Moratamby. The problem was fueled by the consumption of khat leaves, a locally grown plant that causes a feeling of well-being, suppressing hunger and fatigue but leading to addiction, and therefore considered a drug.

In a few years, the situation deteriorated with the emergence of pickpocketing and attacks leading to stabbing. “Women no longer dared to go out with their jewels,” recalls a trader on Colbert Street, the main city street.

Due to the severity of the situation, public authorities and the local civil society decided to take action. “We realized that the response to this crisis was not only through repression, but also through education,” states Commissioner Moratamby. With the support of the ILO, a project was designed to provide training to the unemployed young people.

In his office at the Training Centre for Boatbuilding and Repairs, Vial Lucet, the director, needed to apply a good measure of psychology to manage the training of young people who, upon their arrival, have often kept ties with their gangs. The young people were searched every morning and it was not uncommon to find knives in their pockets. It was important to break the gang spirit; for example, during sports events, one gang was prevented from opposing another. The teams were composed by the trainer, and the young people were made to play together with their former enemies and against their former gang members. “This is a therapy based on skills transfer,” he says.

In 2016 and in 2017, 100 young people aged 16 to 18 went through the three-month training. The centre is well equipped and has experienced trainers. Trainees could select one of seven professions: electro-mechanics, combustion engine, metal sheet works, computer graphics, carpentry, boiler works and plumbing and masonry. “Many of these young people dream of getting a training,” says Lucet. “But without support, the dream is beyond reach, and the gang then becomes the refuge.”

Besides professional training, these young people must also undergo a theoretical education with courses on citizenship and civic responsibility, entrepreneurship and life-skills as well as English, dance and sports classes.

The training activities are coordinated by a steering committee composed of leaders and representatives of civil society who work closely with the technical committee responsible for implementing the project. The young people are recruited during awareness-raising operations carried out in collaboration with the leaders of the neighborhood.



A young “foroche” learning how to repair a fishing boat

“We think that nobody is irretrievable,” insists Lucet, who jokes with a young trainee caught with a knife a few days earlier during a search. However, the task is difficult because for the entire city of Diégo-Suarez, there are only two special-education teachers to carry out a psychological follow-up. Lucet can, however, count on the support of some former trainees who have become “big brothers” whom the others consider as examples.

The director of the local prison is also involved in the project. In speaking with fifteen young prisoners, it appears that here too, poverty is at the root of the problem. One young man confides that he relapsed because he thinks his fate is better in the juvenile unit than in the street. Amadi, 17, says that he joined a gang called “Red Line” at the age of 14, just “to do like my friends in the neighbourhood”. He too wants to forget the gang when he comes out of prison and, if possible, receive training.

Despite limited resources, the ILO project has, however, made spectacular progress in just a few months. “We have seen a significant decrease in the number of juvenile delinquency cases,” says Commissioner Moratamby, who combines prevention with regular patrols in sensitive neighborhoods as soon as it gets dark.

Ezidine Amady Moussa, technical advisor responsible for youths in the Diana Region, is also pleased with the return to calm in the city. “This improvement can only help bring tourists to our beautiful city,” he says.

On the shore of Diego-Suarez bay, José Pouely is an example of this change. This former member of the “Foroches” gang says he often used to fight because of a girl or simply to “defeat the enemy”. But after attending an awareness-raising campaign, he understood that his life could change positively. His deceased father used to repair and build the local traditional fishing boats called “lakanas”. This led him to choose to train in carpentry so he could follow in his father’s steps.

Today, José Pouely proudly displays the five-metre boat he has just built, which already has a buyer for two million Malagasy ariary (USD 578). He has been able to achieve his dream and leave the “Foroches”. He could still use some additional tools, but is grateful for the training he did. Now when he meets former members of his gang, it is no longer to commit crimes but to go fishing.

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COUNTRY	Madagascar
BUDGET	USD 4,000,000
SDG TARGET	8.7
OUAGA+10	KPA 1, KPA 3
DURATION	2017 – 2020
FUNDING SOURCE	US Department of Labor
ILO POLICY OUTCOME	10

Madagascar Sustainable and child labour-free vanilla growing communities in SAVA

A study conducted by the ILO in 2011 revealed that more than 20,000 children, mostly aged 12 to 17 years, were working in the vanilla growing industry in the SAVA region of Madagascar. This situation was seen as detrimental not only to the reputation of the region, which is known as the world's "vanilla capital", but also to various stakeholders involved in the supply chain.

The ILO project "Supporting Sustainable and Child Labour-Free Vanilla Growing Communities in SAVA" mobilized social dialogue and tripartism to facilitate the involvement of local authorities and communities, together with various stakeholders involved in the vanilla supply chain, in the fight against child labour. These measures are in line with ILO Conventions No.138 (minimum age for employment) and No.182 (worst forms of child labour), already ratified by Madagascar.

Within one year of project implementation, a number of substantial and tangible achievements were recorded:

- The inclusion of new provision on child labour into the regional Convention (a kind of legislation developed by the community itself and governing that community, endorsed by the competent judiciary). This process required the participation of all stakeholders from downstream to upstream.
- The creation of Local Committees against Child Labour (CLLTE) in each project implementation community. These committees monitor and report on child labour cases recorded in their district. They also identify strategies to raise community awareness on the negative effects of child labour, and on the importance of child education. The CLLTE members are drawn from representatives of the driving forces of the community, including: district authorities, village leaders, education and health staff, and members of producer cooperatives and associations.
- The revitalization of the Regional Committees against Child Labour (CRLTE), which are responsible for the coordination of all activities geared towards the fight against child labour in the SAVA region. The CRLTE had been established in 2013 but had become more or less dormant due to limited technical and financial resources. With the support of the project, the CRLTE have become more active, including carrying out unannounced control visits to businesses, the formalization of the activities conducted by vanilla collectors and processors, the implementation of the code of conduct for exporters and of the letter of commitment to vanilla collectors and processors. Furthermore, the project has supplied the CRLTE SAVA with vehicles and computer equipment to enable it to successfully carry out its tasks.

All these achievements are just the project's promising beginnings; the project will continue until 2020, and it will strive to create a positive impact in the concerned constituencies, with the aim of significantly reducing child labour in the vanilla industry.



View of children, formerly victims of child labour in the vanilla sector, now beneficiaries of the reinsertion programme at the SAVABE center in ANDAPA district, SAVA region

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COUNTRY	Morocco
BUDGET	USD 381,188
SDG TARGETS	8.8, 16.2, 16.6
OUAGA+10	KPA 1
DURATION	2016–2018
FUNDING SOURCE	US Department of State
ILO POLICY OUTCOMES	7, 10

Morocco Promoting the fundamental principles and rights at work in agriculture

This project, part of the ILO partnership with the Moroccan Ministry of Labour and Professional Integration, aims to promote social dialogue and respect for fundamental labour rights, especially for women and young people in the agricultural sector in Morocco.

It was designed to build achievements from two previous projects, one that promoted basic labour rights through social dialogue and gender equality, funded by the Department of Human Resources in Canada, and another that promoted labour rights and good governance in the labour market, funded by the United States.

The strategy

The project pursued the following implementation principles:

- A tripartite and participatory approach;
- A pragmatic approach of “learning by doing”;
- Flexibility in planning and identifying activities, taking into account the context and changing partner needs;
- An upward and downward approach from the national level to the enterprise level and vice versa.

Project objectives and achievements

One of the project’s major achievements is the promotion of collective bargaining in Morocco; after a long process of raising awareness and building the capacity of partners, the country now has a national plan to promote collective bargaining. The project worked at two levels to achieve this result:

- **National level:** by supporting national partners in the development of the national plan on collective bargaining and training-of-trainers to monitor the implementation of the plan, as well as the revitalization of the national tripartite collective bargaining council;
- **Regional level:** by providing specific support to twenty agricultural enterprises through training, trade union and enterprise coaching during the bargaining process, and support for the drafting of collective agreements.

The project has demonstrated that the process of identifying and mobilising workers' and employers' representatives at the enterprise level to negotiate collective agreements is an effective way to build trust between employers and workers, promote good working relations and create models that others can replicate. The project produced several good practices (documented in manuals and model agreements), such as the selection of enterprise and the identification of solutions for solving problems. The project also encouraged the involvement of women and youths in the process of collective bargaining within enterprises. At the end of the project, more than twenty enterprises were coached, and the social partners had become better equipped to start a collective bargaining process through training and the tools produced by the project.

Sustaining momentum

This approach of supporting social partners for collective bargaining was adopted by the national partners, including the Ministry of Labour and Vocational Training, social partners and local and regional authorities. At the closing seminar for sharing the results of this experience, the social partners emphasized that the momentum generated by the project in promoting good working relations in the agricultural sector deserves support, and announced that they will continue the process of collective bargaining in the agricultural sector.



Women working in a cooperative that grows and sells argan nuts

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COUNTRY	Egypt, Libya, Morocco, Tunisia
BUDGET	USD 381,188
SDG TARGETS	8.8, 16.2, 16.6
OUAGA+10	KPA 4
DURATION	2016–2018
FUNDING SOURCE	US Department of State
ILO POLICY OUTCOMES	7, 10

North Africa

Improving the governance of labour migration

In considering migration, North African countries were traditionally considered primarily as countries of origin. However, in recent years, they have experienced increasing immigration from sub-Saharan Africa as well as from the Middle East. Originally in transit awaiting access to Europe or fleeing conflicts, increasing numbers of migrants remain in North Africa and end up working in the informal economy. With a large diaspora abroad and a growing number of international immigrants, migration has become a significant dynamic in terms of demographics and the labour market.

Addressing this new phenomenon while protecting their workers abroad has become a necessity for North African countries. With this in mind, the ILO designed the IRAM project with the aim of “improving the governance of labour migration and the protection of migrant workers’ rights in Tunisia, Morocco, Libya and Egypt”. It focused on three main objectives:

- Providing national stakeholders with adequate knowledge, capacities and practical tools to elaborate and implement coherent rights-based and gender-sensitive labour migration policies and strategies through a participatory process of consultation with social partners and relevant civil society organizations;
- Supporting the strengthening of national laws and practices concerning labour migration and the protection of migrant workers in light of relevant international instruments;
- Creating a platform for engaging key stakeholders through intra-regional dialogue on labour mobility and the protection of migrant workers.

Migration in North Africa

	Emigrants	Immigrants
Morocco	2,900,000	95,800
Tunisia	767,200	n.d.
Egypt	3,400,000	478,000
Libya	n.d.	788,000

Source: UN-DESA, 2017

Launched in January 2013, IRAM funded activities in three intervention areas: capacity-building and institutional strengthening, policy development, and knowledge and practical tools. In each of these, IRAM achieved the following results:

Capacity building and institutional strengthening

- Three studies were conducted on the governance of labour migration (Morocco, Tunisia, Egypt);
- Two national roadmaps (Tunisia and Morocco) for developing and implementing national labour migration policies and strategies were implemented through targeted technical assistance;
- Three national action plans (Morocco, Tunisia, Egypt) on institutional strengthening in the area of labour migration were drafted and validated by tripartite committees;
- National capacities to govern labour migration were strengthened through targeted trainings (e.g. on International Labour Standards and regulatory frameworks, social protection, skills development and recognition, ethical recruitment, financial education, and social dialogue) in Morocco and Tunisia;
- A rights-watch mechanism for the protection of migrant workers was developed in Morocco;
- The strengthening of trade unions' capacity to protect migrant workers and the expansion of the Mediterranean trade union network on migration to sub-Saharan countries;
- Inter-ministerial collaboration was fostered through the designation of labour migration focal points in relevant government institutions and in workers' and employers' organizations, and consultation was strengthened with social partners and civil society organizations on labour migration.

Policy development

- The implementation of national migration policy, including strengthening coherence between migration and employment policies, was supported in Morocco;
- The development of a national labour migration policy for Egypt was initiated under IRAM;
- The development and revision of the national migration strategy and action plan in Tunisia was supported, fostering a rights-based approach to labour migration and a large consultative process including the social partners and CSOs;
- The Hammamet (2016) Plan of Action on intra-regional mobility and protection of migrant workers was adopted encouraging sub-regional cooperation on labour migration governance issues, in particular in the area of social protection.



Training of migrant workers in financial management

Knowledge/practical tools

- Training materials and pedagogical support materials on financial education were developed, adapted, and disseminated in Morocco, Tunisia, and Egypt;
- Manuals for labour attachés were developed in Tunisia, and adapted for Morocco;
- Improved information and knowledge on labour migration: support was provided to the National Observatory on Migration on data collection, and a qualitative study was conducted on formal and informal employment of immigrants in Tunisia.

IRAM results have paved the way for subsequent labour migration policy and governance developments in each of the countries involved in the sub-region. Current migration policy and governance dynamics supported by a range of development partners (European Union, Swiss Agency for Development Cooperation, Italian Agency for Development Cooperation) and agencies (ILO, IOM and others, such as Friedrich Ebert Stiftung) build on several of the tools and policy frameworks designed under the IRAM project.

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COUNTRY	Uganda
BUDGET	USD 485,902
SDG TARGETS	8.7, 16.2, 16.7
OUAGA+10	KPA 1, KPA 3
DURATION	21 months
FUNDING SOURCE	ECLT Foundation
ILO POLICY OUTCOMES	2, 8, 10

Uganda

Combating hazardous child labour in tobacco growing

The ILO, in collaboration with the Eliminating Child Labour in Tobacco Growing (ECLT) Foundation, is implementing a project to combat hazardous child labour in tobacco growing. Uganda is a pilot project country, together with Malawi and Tanzania.

The project seeks to address hazardous child labour (HCL) in tobacco growing, promote social dialogue between relevant stakeholders at the national, district, and local levels, and enhance their capacity to develop and implement child labour policies. It is being implemented at the national level and in three tobacco growing districts of Uganda. The project partners include the Ministries in charge of Gender, Labour and Social Development, Education and Sports, Agriculture, and Animal Industry and Fisheries as well as the Ugandan social partners, academia and relevant civil society organizations.

The project supports the creation of community-based structures that can develop their own action plans to eliminate child labour, and to engage district authorities to secure the necessary resources to implement these plans. At the district level, the project is seeking to extend strategies to enhance social dialogue and capacity development to include tobacco-growing communities. It seeks to achieve the following outcomes:

- Government institutions and social partners are engaged to develop strong social dialogue on hazardous child labour in the tobacco sector and in agriculture as a whole;
- Remedial targeted interventions are developed and implemented through sectoral workers' and farmers' organizations, employers' organizations and relevant public institutions.

At the district level, the project has promoted social dialogue through roundtable discussions with the various stakeholders, including tobacco-growing communities in order to create community-based structures that develop a District Action Plan (DAP). The priorities of the DAP are to eliminate child labour in its worst forms as defined in Uganda's National Action Plan on elimination of the Worst Forms of Child Labour. DAP priority interventions are designed to address the push and pull factors that lead children to undertake economic activities while depriving them of their right to attend school and lead a healthy life. The plan seeks to achieve the above by:

- Withdrawing children from the worst forms of child labour, ensuring access to quality education and vocational training for those children, and integrating them into social protection programmes;
- Strengthening household livelihoods through promoting alternative forms of income for families affected by child labour;
- Advocacy, awareness raising and capacity building of all relevant institutions;
- Reviewing the legal framework as well as improving coordination and tripartism to enable effective delivery of child labour programmes.

Uganda

The DAP is being used by key actors to mainstream and intensify actions against the risks and consequences of child labour, raise awareness, stimulate District and community level actions, build ownership and commitment from all key actors and the public to address the worst forms of child labour in in a district.

The development and implementation of District Action Plans for the elimination of the worst forms of child labour in Uganda is a concrete step towards sustaining interventions and success realized in tackling child labour. By committing to support implementing of the DAP, Uganda's Hoima District (the project's pilot area) has been able to allocate some funding towards addressing child labour in the district. The DAP is also a resource mobilization tool for the district in soliciting funding from potential donors towards elimination of child labour. The project is supporting the replication of District Action Plans in the other two project districts of Arua and Gulu.



A Social Worker is guiding a child involved in tobacco growing activities towards an improved social condition

Promoting Dialogue

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COUNTRY	Central African Republic
BUDGET	USD 110,000
SDG TARGETS	8.3, 8.5
OUAGA+10	KPA 1, KPA 2, KPA 4
DURATION	06/2016–12/2017
FUNDING SOURCE	ILO (RBSA & RBTC)
ILO POLICY OUTCOMES	All ten

Central African Republic Promoting decent work

The 2013 crisis in the Central African Republic (CAR) put a temporary halt to activities following the Bangui Decent Work Forum organized with the ILO in December 2011. Following the end of this conflict and the establishment of a caretaker government, two substantive ILO missions took place in 2015 and early 2016 to assess the needs of constituents. This was followed by a multidisciplinary mission in July 2016 in which mission members met with the country's highest authorities, including the newly elected President of the Republic, Professor Faustin Touadéra, the social partners, United Nations agencies (UNSOA), UNMISCA, civil society organizations and development partners. Since this mission, the ILO has increased its support in all four pillars of the decent work agenda¹:

- The ILO supported the tripartite Employment Committee in formulating an employment policy. This work ended in November 2016 with the official submission of the National Employment and Vocational Training Policy Framework Paper (PNEFP) to the Head of State. In support of the policy paper, the ILO developed the National Emergency Programme for the Creation of Immediate and Sustainable Decent Work for Peace-building and Resilience in the Central African Republic. The USD 45 million programme aims to create 400,000 jobs over five years. The President of the Republic has pledged to work to support the mobilization of funds for this programme.
- The ILO and UNDP implemented the joint project entitled “Support for the redeployment of public administration and socio-economic revitalization of communities (ARAT-RSE)”, funded by the UN Peace-Building Support Office (PBSO) from May 2016 to April 2018. This project aimed to promote the process of restoring and extending state authority outside Bangui in order to participate in the redefinition of the social contract between the State and Central African society.
- With regard to social dialogue, the ILO has launched an initiative aimed at strengthening labour administration and encouraging the social partners to sign and implement a Stability and Economic Recovery Pact on youth employment. The ILO has carried out a Labour Administration Diagnostic which has led to the adoption of a Strategic and Modernization Plan for Labour Administration. Several workshops for the strengthening of social dialogue have been held in December 2016 and June 2017 on the issue of trade union representation. The social partners agreed on an agenda for the implementation of representativeness in June 2017. The National Union of Central African Employers (UNPC) and the Group of Central African Industrialists (GICA), with the support of the ILO, have carried out a diagnostic study of their institutions and approved a strategic plan for the revitalization of their activities.

¹ The four pillars of the Decent Work Agenda are employment creation, social protection, rights at work and social dialogue.

- With regard to social security, the Head of State expressed the wish that the ILO should provide support for the implementation of the self-sustaining social security fund for government workers. The ILO has prepared a preliminary draft of a national social security policy (PNPS). This paper was presented at a workshop in July 2017 to harmonize the approaches of all stakeholders, in collaboration with the World Bank and UNICEF. Participants agreed on a roadmap for the finalization of the PNPS.

In response to the foregoing, the ILO has granted an RBSA project worth USD 998,000 over 24 months for the promotion of peace and the creation of decent and productive work in the Central African Republic.



President Faustin Archange Touadera receives the National Emergency Programme for the Promotion of Decent Work for Peace-building and Resilience

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COUNTRY	Côte d'Ivoire
BUDGET	USD 88,000
SDG TARGETS	4.4, 8.5, 8.6, 8.b
OUAGA+10	KPA 1, KPA 2
DURATION	2016–2018
FUNDING SOURCE	France
ILO POLICY OUTCOMES	1, 10

Côte d'Ivoire

Working Group on Businesses and Youth Employment

Since 2012, Côte d'Ivoire experienced sustained economic growth thanks to public and private investment, including from multinational enterprises (MNE). Ensuring the promotion of youth employment through corporate supply chains is at the core of this project.

Based on the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy ([MNE Declaration](#))¹, the ILO conducted a [study](#)² that generated data on employment opportunities in four sectors that attract the most foreign investment: banks, mining entities, telecommunications and agricultural and agro-industrial companies. In 2011, guided by these findings, employers in Côte d'Ivoire set up a working group to mobilize national stakeholders on the challenges related to the operations of the growing number of multinational companies. The ILO provided technical assistance for studies and tripartite events in order to enable the group to implement its plan of action.

The ILO also provided support to improve the group's structure. Indeed, the group was operating in a changing environment linked to institutional changes, the re-engineering of employment policies and strategies, and the updating of reference frameworks such as the MNE Declaration. To assist it in meeting these challenges, the ILO initiated advocacy to revisit the terms of reference and action plan of the Working Group and an internal dialogue on its future. This led to the establishment by *La Confédération Générale des Entreprises de Côte d'Ivoire (CGECI)* of an ad hoc committee within its Social and Employment Commission tasked to propose an updated action plan aimed at revitalizing the Group.

¹ Available at: <https://www.ilo.org/empent/areas/mne-declaration/lang--en/index.htm>.

² The study is available at: https://www.ilo.org/employment/Whatwedo/Publications/employment-reports/WCMS_167417/lang--en/index.htm.

ILO's support and the commitment of national stakeholders under the leadership of employers has resulted in a model of engagement. This model includes:

A declaration of objectives

The group has set itself the goal of promoting the MNE Declaration and to use it for the benefit of youth employment and decided to rename itself the Working Group on Businesses and Youth Employment.

A more robust membership

The Working Group has been expanded by bringing in professional groups and networks, workers and the Government.

An agreed standard operating procedure

The Group has set up a secretariat provided by the social and employment arm of CGECI. Meetings are scheduled once every quarter. Decisions are taken by consensus. The activities to be carried out by the Group are outlined in an annual action plan. The members of the group are required to prepare an annual report on the activities carried out in order to facilitate the monitoring of achievements.

Promoting and implementing the MNE Declaration by constituents is done through a variety of approaches. The Working Group on Businesses and Youth Employment is a model that shows how employers can engage and provide leadership in promoting this ILO instrument which is directly intended for businesses.



A meeting to discuss the working group's future strategy

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COUNTRY	Egypt
BUDGET	USD 120,000
SDG TARGETS	4.4, 8.5, 8.6, 8.b
OUAGA+10	KPA 3, KPA 4
DURATION	2016–2018
FUNDING SOURCE	Finland, The Netherlands
ILO POLICY OUTCOMES	1, 10

Egypt

Enhancing gender equality in companies

After completing the Academy, the participants will have acquired:

- tools for good practice and optimization of HR policies;
- increased awareness of human development and skills;
- improved knowledge on compliance with international standards, decent work and gender equality in the workplace;
- strengthened management skills on labour legislation;
- diversified knowledge of practical, modern, gender-responsive human resources strategies.

Gender equality and non-discrimination is at the core of ILO commitment to decent work. The concern for women's economic development is a priority for the Egyptian Government, the social partners and the ILO, with the specific mandate for the world of work. In the ILO's strategic framework, gender is a cross-cutting policy driver. As such, gender equality, non-discrimination, and women's empowerment are central to the outcomes dealing with employment and skills, enterprise development, labour administration and social dialogue, and social protection.

The Federation of Egyptian Industries (FEI) is the apex body of Egypt's employers' organizations. It includes 20 industrial chambers, representing over 60,000 industrial enterprises out of which more than 90 per cent belong to the private sector; accounting for more than seven million workers and 20 per cent of the national

economy. FEI and the ILO discussed ways to improve the management of human resources in Egyptian companies as a means to strengthen their knowledge about labour legislation and ratified international labour standards (ILS) and their commitment to gender equality.

With ILO support, the FEI agreed to promote gender equality as a core priority of Egypt's business community. Drawing upon examples from Belgium and from ILO projects notably in Tunisia, the ILO prepared a feasibility study on launching a Human Resources and Gender Academy. The study was adopted by the FEI board; thereafter, the ILO and the FEI worked together to design and deliver the first Academy, which took place in November and December 2017.

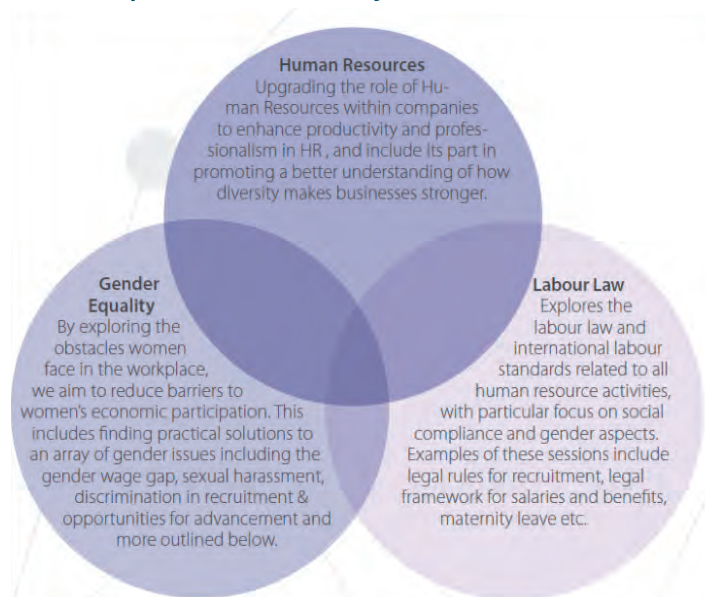
The main objective of the Human Resources and Gender Academy is to promote sound human resources policies that take into account concerns for gender equality, diversity, and compliance with the labour law.

It is a new, sustainable service offered by the FEI to its members, enabling Egyptian companies to adopt modern, gender-sensitive human resource strategies. The Academy offers a curricula and resources that include knowledge and tools on labour legislation and on ways to improve compliance and to develop sound human resource policies.

More specifically, the Academy aims to:

- Foster better understanding of issues relating to international labour standards, decent work and gender equality at the workplace;
- Strengthen management skills of the participants, namely human resources managers, through a broad range of practical, modern, gender-sensitive human resources solutions.

The three pillars of the Academy



The FEI and the ILO developed in parallel a programme designed to enhance the awareness of chief executive officers on the importance of human resources strategies.

The Academy is held annually and consists of 15 days of training over a two-month period, delivered by three main trainers (human resource specialist, labour law specialist, gender specialist). The FEI and the ILO proposed a follow-up to participants to accompany

them in the reform of their HR policies. Out of 20 participants in the first cycle, six have adapted their HR strategies, and four have requested further support. A second cycle began in September 2018; it will be followed by a training-of-trainers programme to achieve a multiplier effect at sectoral level.

This was the first time that the FEI launched a structured and sustainable service for its members. Within the framework of a large partnership, the FEI realized that the Academy meets the challenges posed by the ever-increasing demand for offering training opportunities to Egyptian companies and enhancing members' capacity building.

Built on the success of the Academy in Egypt, it has been replicated in Algeria where the Algerian employers' organization, CGEA (*Confédération Générale des Entreprises Algérienne*) launched its own Human Resources Academy in 2018, and in Morocco, the CGEM (*Confédération Générale des Entreprises du Maroc*) is planning to launch a similar Academy in 2019.



A worker in a pharmaceutical company

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COUNTRY	Ethiopia
BUDGET	USD 3,094,710
SDG TARGETS	5.4, 8.8, 10.4, 16.6
OUAGA+10	KPA 1, KPA 3, KPA 4
DURATION	09/2015 – 12/2018
FUNDING SOURCE	SIDA, H&M
ILO POLICY OUTCOMES	2, 4, 7, 10

Ethiopia Improving industrial relations in the textile and garment industry

Ethiopia's emerging textile and garment industry has become a substantial component of the country's manufacturing sector, attracting foreign direct investment and creating jobs. If well managed and governed, the industry will drive the country's industrialization across economic sectors and contribute to pro-poor development. However, Ethiopia's garment industry faces multiple challenges, in particular with regard to productivity, working conditions, industrial relations and social compliance.

“I am Sara Bayssa, a 23-year-old woman, working at Ayka in the garment department as a supervisor. I have been working at Ayka for almost five years. I was working as an operator and then promoted to be a supervisor due to my skill and effectiveness on production.

“When I assumed my new position, I realized being a supervisor is a difficult task. It requires not only to be good at production techniques but also handling and managing workers who are very diverse, at times difficult to understand. Despite the lion's share of my role is managing workers, I am selected for this position because of my ability in the production techniques.

“As a supervisor, I received training to improve productivity and human resource management skills. I see this training as a way to get the skills I need. I never before received a training on becoming effective managers and improving my supervisory skill. The training helped me to understand the importance of team work which is critical to improve productivity in my factory. I now know the importance of communication and listening my team members not only to motivate them but also to meet production target and address quality problems.”

To address the challenge in a sustainable manner, the ILO formulated an innovative project which is co-funded by the Swedish multinational clothing-retail company Hennes & Mauritz (better known as H&M) and the Swedish International Development Agency (SIDA). The project is being implemented in Ethiopia's Oromia, Tigray and South Nations Nationalist and Peoples Regions, and aims at contributing to the development of a socially sustainable textile and garment industry through improved labour relations, productivity, wages and working conditions. The project's holistic approach involves Government, social partners, as well as the major stakeholders in the country's garment industry at national, regional and enterprise levels. The project is being implemented by the ILO in collaboration with the tripartite constituents (Government, workers and employers) and national and international partners active in the garment and textile industry.

At the national level, the project focuses on facilitating social dialogue among multiple stakeholders, under the leadership of the tripartite partners, including major stakeholders in the global textile trade. At the regional and sectoral levels, the project assists regional labour administrations, sectoral and enterprise-based employers and workers' organizations in strengthening their capacity to develop sound industrial relations and social dialogue practices aimed at improving wages and working conditions in tandem with improved productivity. At the enterprise level, the project strengthens the capacity of employers and workers and their representatives to build sound labour relations for a socially responsible garment and textile industry in Ethiopia.

In 2017, the project carried out 143 distinct activities involving more than 2,500 workers, managers as well as Government, trade unions and employers' representatives. It established an Industrial Relations Service Centre within the Ministry of Labour and Social

Affairs (MOLSA). The centre provides information, capacity building training, and provides referral linkage on industrial relation issue. Moreover, the project conducted an exploratory study towards the introduction of a minimum wage system in Ethiopia, and analysed existing collective bargaining agreements (CBA) in order to provide evidence-based support to workers' and employers' organizations at sectoral and factory levels. At the regional level, the project built the capacity of labour inspectors to improve the quality of inspections and compliance, and to sanction non-compliant employers.

At the enterprise level, the project provided 13 garment factories with capacity building in 12 different topics related to decent work in the textile and garment industry. Those factories reported that due to the existence of properly designed grievance handling procedures, complaints were jointly investigated and handled by workers' and managers' representatives. They further reported that most workers had become aware of their rights and obligations, and that the majority of the managers and workers had benefitted greatly from "soft skills" training which had improved their attitudes towards time management, financial matters and the development of a life plan. The project's work in the area of occupational safety and health reduced the incidence of occupational accidents in the 13 target factories. In addition, the project provided support for the establishment and strengthening of trade unions in the target factories; it also facilitated the establishment of women's committees to enhance female participation in union leadership structures and collective bargaining agreements.

"I am Alemnesh Assefa. I have been working at GMM for the past seven years. I started as a helper and later after a three weeks training, I got an upgrade to sewing. After three years of service, I assumed the position of supervisor. I am a member of GMM Trade Union leadership. It has been only a year since our union is established.

"After I became a union leader, I began to receive trainings. The latest courses on 'Soft Skills and Gender' have completely changed my perspectives on my work and life. Those courses lasted three days, but I feel like their effects are going to last with me for life. I learned a lot of things that seem to be ordinary but, in a way, very exceptional. I thought I knew about 'soft skill', 'saving', 'investment' 'conflicts', 'gender', since we hear about them quite often on media. I am surprised to see such a short training programmes to have this kind of effect on me.

"I am excited that, I have come up with a new plan for 2017, to sell french fries and samosas in the evening. I figured out that I can spend 2 to 2.5 hours a day making and selling fries. I have a little saving just enough to start the business. This small investment will help me make extra cash and increase my savings."



A traditional weaving workshop

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COUNTRY	Senegal
BUDGET	USD 338,000
SDG TARGETS	5.1, 8.3, 10.2
OUAGA+10	KPA 2, KPA 3
DURATION	2016–2017
FUNDING SOURCE	ILO (RBSA)
ILO POLICY OUTCOME	6

Senegal

Moving from the informal economy to the formal economy

In Senegal, over 80 per cent of women are active in the informal economy, and the majority of them are in precarious employment. The case of female tanners in the outskirts of Dakar is one example of this: Despite all the efforts they make to improve their productivity and competitiveness, these tanners are faced with particularly harsh working and living conditions.

In order to address these conditions, the ILO and its partners sought formalize the women's work in a project based on the 2015 ILO Recommendation No. 204 concerning the transition from the informal to the formal economy. Based on an integrated approach, it involved specialists from across the Dakar Decent Work Team in the areas of gender equality, enterprise development, occupational safety and health, social protection and workers' activities. The project also helped to operationalize the sustainable development goals (SDGs), including Goal 8: "Promoting sustainable, shared and lasting economic growth, productive and decent employment", and Goal 5: "Achieving gender equality and empowering all women and girls".

The ILO collaborated with UNSAS, Senegal's national union of self-employed trade unions, in a participatory and multidisciplinary approach. It combined knowledge and skills acquisition with improved occupational health and safety conditions, productive capacity development and counselling.

The project yielded the following results:

- Women were organized into seven small economic units (86 members in total) through the establishment of an artisanal cooperative called the Cooperative of the Female Tanners from Guédiawaye (COOPTAG). COOPTAG provides literacy and skills training as well as access to financial services for its members;
- An ILO-guided participatory intervention has helped to improve working and living conditions on traditional tannery sites, including in the storage and handling of materials, adjustments to work stations and the use of personal protective equipment;
- Productivity has increased, leading to higher incomes (approximately 25 per cent) on the tannery sites for 103 people involved in the programme;
- In collaboration with an information and technology start-up (Weebi company) management and administration tasks have been further streamlined;
- In recognition of the women's leadership and achievements, the *Banque Crédit du Sénégal* awarded their cooperative a first prize during a celebration of International Women's Day.

The Government of Senegal, through the Ministry of Women, Family and Gender, is adopting the experience of COOPTAG with a view to formulating a national project to extend this initiative to other sectors such as trade, the processing of agricultural and fishery products and catering industry.



Members of the female tanners' cooperative COOPTAG

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COUNTRY	South Africa
BUDGET	USD 680,272
SDG TARGET	8.3
OUAGA+10	KPA 2
DURATION	2015–2017
FUNDING SOURCE	Government of Flanders
ILO POLICY OUTCOME	4

South Africa Africa's first decent work academy

Developing small and medium enterprises (SME) is a priority of the Government of South Africa as a way to address high levels of unemployment.¹ Since the early 2000s the ILO has provided technical assistance to develop national capacity in the areas of business management training, women's enterprise development, social enterprise development, entrepreneurship education, business competitions and workplace cooperation and productivity training.

In July 2014 the ILO was involved in a conference that brought together Government, business and organized labour to share research and knowledge about what works in enterprise development. The workshop was a great success in terms of sharing knowledge, lessons learned and experiences of enterprise development interventions.² Following the conference, the Government of Flanders asked the ILO to design an SME development knowledge sharing project, including the establishment of a knowledge sharing network between government departments, enterprise organizations, private sector and development practitioners.



The 2017 ILO Decent Work Academy brought together tripartite constituents in collaboration with NEDLAC, South Africa's social dialogue institution

¹ Several national Government departments support enterprise development and economic activities, such as the Department of Trade and Industry, the Department for Economic Development, and the Department for Small Business Development (established in 2014).

² A video about the conference is available at: <https://www.youtube.com/watch?v=urKPFZFXB6Q>.

The strategy

The project sought to share existing knowledge as well as to develop new innovative approaches to job creation that would inform policy, strategies and programmes. The project did therefore not operate downstream (directly with SMEs), but rather upstream through research, development of policy briefs, knowledge sharing events and capacity development of institutions and development practitioners. Whereas South Africa was the project's initial target country it also involved participants from Malawi and Mozambique who took part in events in South Africa.

A series of innovative knowledge-sharing and capacity development events were co-designed and co-created with the tripartite constituents in South Africa. The [ILO Decent Work Academy](#) in 2017 was developed in collaboration with the National Economic Development and Labour Council (NEDLAC), South Africa's national social dialogue institution.

Learning events took an innovative approach; for example, the Future of Work event was organised as World Café and Open Space conversations, based on research into the Future of Work in South Africa along the themes of Work and Society, Decent Jobs for All, the Organization of Work and Production and the Governance of Work. This format facilitated an intense conversation between tripartite constituents and developments partners. The event was featured on the South African Broadcasting Corporation's (SABC) news channel among other outlets.³

The 2017 Decent Work Academy, the first of its kind organised anywhere in the world, was great success; it took place in Johannesburg with more than 150 participants from 20 countries. The Academy included plenary discussions, virtual games, panel debates, topic electives, future foresight exercises and field visits. With many ILO and external resource persons and contributions from across the continent, the dialogue and exchanges were filled with depth, optimistic visions and honest assessments of the situation of the continent. Study visits exposed participants to an automotive factory, a community conservation initiative that also addressed labour rights, a social enterprise working in the green economy, and to NEDLAC, where participants engaged in a social dialogue role play on collective bargaining.

A key output of the project is the creation of a knowledge sharing platform on the e-campus of the International Training Centre of the ILO (ITCILO), where all research and publications as well as tools, videos, case studies and other relevant materials from capacity development and knowledge sharing events are accessible.⁴

“It was a great honour and privilege for us at NEDLAC to host the Decent Work Academy study tour. The participants appreciated learning about the NEDLAC's model of social dialogue, being in the 'shoes' of the four social partners, engaging on difficult issues and striving to reach consensus.”

Head, Programme Operations, NEDLAC Secretariat

“Absolutely invaluable... it was probably one of the best events we have had in some time, particularly in the context of our priority of job creation and looking at automation and technology in the workplace.”

South African entrepreneur attending the 2017 Decent Work Academy

3 The SABC coverage is available at: <https://www.youtube.com/watch?v=BfRouAyMfu0&feature=youtu.be>. ILO videos from the event include African Talks, at: <https://www.youtube.com/watch?v=otoutYSdKsk> and Future of Work, at: <https://www.youtube.com/watch?v=iLj-4Pms228>.

4 The e-campus is available at: <https://ecampus.itcilo.org>.

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COUNTRY	Togo
BUDGET	USD 12,647*
SDG TARGETS	5.4, 8.8
OUAGA+10	KPA 1
DURATION	12 Months
FUNDING SOURCE	GAP 11
ILO POLICY OUTCOMES	2,7

* This amount does not include the cost of accompanying technical assistance for this field action.

Togo

Freedom of association for domestic workers

In Togo, the working and living conditions of domestic workers, as in many countries, are extremely challenging: more than 12 hours of work per day, night work, precarious accommodation, no rest day, no social security coverage, minimal pay or no pay at all, degrading physical abuse such as mutilations and burns, verbal abuse and, in some cases, sexual abuse. Many children and young people are heavily involved in domestic work. This is due to the fact that domestic work is often beyond the control of labour inspection services.

In this context, the ILO, through the Global Action Programme on Child Labour Issues (GAP11), has set up a project to support domestic workers in establishing a trade union organization at the national level.

In June 2016, domestic workers' associations, with the support of the ILO, undertook a series of tours in all regions of Togo to raise awareness among their members of the content of ILO Convention No. 189 on decent work for domestic workers. As a result of this awareness campaign, delegations of young domestic workers' associations from the different regions were trained on union activities by the Directorate of Labour Relations of the Ministry of Labour, paving the way for the formation of a domestic workers trade union.

On 16 August 2016, domestic workers held a constitutive general assembly to establish the union, known as SYNATRAD (*Syndicat National des Travailleurs Domestiques du Togo*). With the support of labour inspectors, the articles of association and internal regulations have been prepared. This made it possible to hold explanatory meetings on the articles of association prior to the general meeting.

SYNATRAD set itself the objective of setting up branches in all regions of Togo and forging partnerships with labour inspection services to promote the improvement of the working conditions of its members. The ownership of the initiative by domestic workers, especially young people, has been a key success factor. Indeed, it was the workers themselves who decided to organize into trade unions to uphold their rights and interests.

“Now that we are established in each region, we will organize the trade union council and then work with the labour inspection service to implement the standard contract developed with the support of the ILO.”

*Secretary General,
Mrs. SIMARE Magnouwéréou,*



A 14-year-old girl dropped out of school and placed under the guardianship of a third party to perform domestic activities. Here, she is carrying harvests

Learning Lessons

The 42 success stories cover a wide range of subjects and a great variety of approaches, target groups and implementation modalities. Some are small in terms of budget; others represent multi-million-dollar interventions covering several years. Each story is unique, but we can nevertheless draw a few lessons that cut across all of them:

- The most successful projects are those that combine high-level policy interventions with institution and capacity-building at the meso level and concrete action at the local and community level. Projects that intervene at the micro level only will have limited impact; those working only at the institutional or meso level often operate in a vacuum; and those focusing only on macro policies may lose touch with people's lived reality.
- In a similar vein, the most successful projects pursue several decent work-related objectives at the same time: a combination of job creation and the extension of social protection, for example; or occupational safety and health together with relevant labour standards; or the promotion of social dialogue not as an objective in itself, but as an essential factor of social and economic development. This lesson relates back to the subtitle of this publication: "Delivering excellent decent work results in Africa".
- The role of partnerships is absolutely essential; the ILO cannot and should not "do it alone". The more partners are involved in a project the more ownership will be created, and the greater will be the prospect for post-project sustainability. The term "partnerships" includes ILO tripartite constituents, but also civil society, the private sector, faith-based organizations, development partners, and, in the spirit of "Delivering as One", all relevant UN funds, programmes and agencies. Of particular interest in this context are public-private partnerships such as those described in stories 5, 16 and 18.
- Equally important are the systematic use of participatory approaches in the design and implementation of development interventions. Project beneficiaries must be allowed to graduate from the passive role as "target group" to that of an active and responsible project implementer. In many instances this will require the formation of voluntary groups and associations. Indeed, the great majority of stories presented in this publication do involve some form of self-help groups established by project beneficiaries.

When a project incorporates all four of these lessons, i.e. multi-level intervention, a comprehensive decent work approach, partnership development and participatory methods, the chances of success are particularly promising.

Appendix

Lists of ILO Policy Outcomes, Ouagadougou+10 Key Priority Areas and relevant SDG targets

A. List of ILO Policy Outcomes during the period covered by the stories

List of Policy Outcomes –Programme & Budget 2016–17

Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects

Outcome 2: Ratification and application of international labour standards

Outcome 3: Creating and extending social protection floors

Outcome 4: Promoting sustainable enterprises

Outcome 5: Decent work in the rural economy

Outcome 6: Formalization of the informal economy

Outcome 7: Promoting workplace compliance through labour inspection

Outcome 8: Protecting workers from unacceptable forms of work

Outcome 9: Promoting fair and effective labour migration policies

Outcome 10: Strong and representative employers' and workers' organizations

List of Policy Outcomes –Programme & Budget 2018–19

Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects

Outcome 2: Ratification and application of international labour standards

Outcome 3: Creating and extending social protection floors

Outcome 4: Promoting sustainable enterprises

Outcome 5: Decent work in the rural economy

Outcome 6: Formalization of the informal economy

Outcome 7: Promoting safe work and workplace compliance including in global supply chains

Outcome 8: Protecting workers from unacceptable forms of work

Outcome 9: Fair and effective international labour migration and mobility

Outcome 10: Strong and representative employers' and workers' organizations

B. List of Key Priority Areas (KPA) of Ouagadougou Declaration and Plan of Action on Employment Creation and Poverty Reduction (Ouaga +10)

- KPA 1:** Political Leadership, Accountability and Good governance;
- KPA 2:** Youth and Women Employment;
- KPA 3:** Social Protection and Productivity for Sustainable and Inclusive Growth;
- KPA 4:** Well-functioning and inclusive Labour Market Institutions;
- KPA 5:** Labour Migration and Regional Economic Integration;
- KPA 6:** Partnership and Resource Mobilization.

C. List of relevant Sustainable development goal and targets to which the stories are contributing to

The full list of SDGs and targets could be found in the following link :

<https://www.un.org/sustainabledevelopment/globalpartnerships/>

Goal 1 / End poverty in all its forms everywhere

- Targets*
- 1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day.
 - 1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.
 - 1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable. (Success stories 23, 28).

Goal 2 / End hunger, achieve food security and improved nutrition and promote sustainable agriculture

- Targets*
- 2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.

Goal 3 /Ensure healthy lives and promote well-being for all at all ages

- Targets*
- 3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases.
 - 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.
 - 3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.

Goal 4 / Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

- Targets* 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.
- 4.a Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all.
- 4.b By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries.

Goal 5 / Achieve gender equality and empower all women and girls

- Targets* 5.1 End all forms of discrimination against all women and girls everywhere.
- 5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.
- 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
- 5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences.
- 5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.

Goal 7 / Ensure access to affordable, reliable, sustainable and modern energy for all

- Targets* 7.2 By 2030, increase substantially the share of renewable energy in the global energy mix

Goal 8 / Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

- Targets* 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.
- 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.
- 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

Targets 8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training.

8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.

8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

8.b By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization.

Goal 10 / Reduce inequality within and among countries

Targets 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.

Goal 11 / Make cities and human settlements inclusive, safe, resilient and sustainable

Targets 11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.

Goal 12 / Ensure sustainable consumption and production patterns

Targets 12.2 By 2030, achieve the sustainable management and efficient use of natural resources.

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

Goal 16 / Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Targets 16.1 Significantly reduce all forms of violence and related death rates everywhere.

16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children.

16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all.

16.6 Develop effective, accountable and transparent institutions at all levels.

16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels.

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