



International
Labour
Organization

Success Africa V

► Shaping a brighter future of work in Africa



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Shaping a brighter future of work in Africa

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► Foreword

I am pleased to present the fifth edition of the International Labour Organization (ILO) publication *Success Africa*, which this time focuses on the theme of shaping a brighter future of work in Africa. The success stories in *Success Africa V* relate to the achievements made by the ILO and its tripartite constituents to operationalize the Decent Work Agenda across Africa during the 2018/19 biennium. Beyond the stories presented in this edition, several major events took place during the period covered. In 2019, the ILO celebrated its centenary and its 60th year in Africa. During this period, we have shown that the ILO is an innovative organization that actively seeks new and better ways of operating. These six decades have also provided us with a great opportunity to fulfil the ILO's unique mandate and underscore our added-value as the only tripartite agency of the United Nations system. The ILO's centenary celebrations culminated in the 14th ILO African Regional Meeting, which brought together African Ministers of Labour and Employment and high-level representatives of employers' and workers' organizations. The meeting was held from 3 to 6 December 2019 in Abidjan, Côte d'Ivoire.

The stories presented in the current edition of *Success Africa* cover the four dimensions of the Decent Work Agenda, from all the five subregions of the African continent. It is being published within the context of the implementation of the ILO Centenary Declaration for the Future of Work (2019) and the Abidjan Declaration on Advancing Social Justice: Shaping the future of work in Africa, adopted by African constituents at the 14th African Regional Meeting as well as the ongoing reform of the United Nations System. The publication also comes out at a time when the world is facing an unprecedented crisis due to the coronavirus disease (COVID-19) pandemic. The ILO and its constituents continue to play a crucial role in combating the outbreak, while also ensuring the safety of individuals and the sustainability of businesses and jobs. African countries have formulated policy responses to address the impact of COVID-19, drawing from the ILO policy framework for tackling the economic and social impact of the COVID-19 crisis and the United Nations framework for the immediate socio-economic response to COVID-19.

This publication demonstrates how the ILO uses its expertise and rich experience to serve its constituents to advance social justice. From Algeria to South Africa, Senegal to Ethiopia, you will read interesting stories about women and men whose daily lives have been transformed due to ILO interventions. For instance, it is wonderful to read about Joy Kisotu, an ambitious and determined young woman from Narok County, in Kenya, who says: *"Without this project, I would not have had an opportunity to learn a skill which I am passionate about and which presents readily available job-market and self-employment opportunities in Narok."* She concludes with some words of encouragement for young ambitious girls like herself: *"Anything a man can do, a woman can do better!"*

These amazing stories are interwoven with key interventions that target a multitude of beneficiaries, adopt different approaches (from policymaking and institution-building to direct support at the grass-roots level), and focus on a broad range of thematic areas. Moreover, the stories demonstrate that *"Africa has every reason to regard the future with confidence. Young, rich in resources, dynamic and creative, it offers possibilities which in many ways do not exist in other regions"*, as has been pointed out by the ILO Director-General, Guy Ryder.*

These inspiring stories would not have existed without the support of our constituents and development partners. I would like to take this opportunity to thank them for their kind contribution. As Nelson Mandela said in his acceptance speech upon receiving the 2007 Decent Work Research Prize: *"Decent work is about the right not only to survive but to prosper and to have a dignified and fulfilling quality of life. This right must be available to all human beings."* We will continue pursuing our work in that same spirit.

Cynthia Samuel-Olonjuwon

ILO Assistant Director-General and Regional Director for Africa

* Speech made at the opening of the 14th ILO African Regional Meeting in Abidjan, Côte d'Ivoire, December 2019.

► Acknowledgements

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► Introduction

For the past 17 years, the ILO Regional Office for Africa has been publishing real-life stories about projects and programmes that have successfully contributed to decent work and social justice in Africa. All these interventions were grounded in international labour standards, tripartism and social dialogue, and benefited from vibrant partnerships with international organizations and development partners. The first edition in the ILO *Success Africa* series, entitled *Success Africa: Reducing poverty through decent work, 30 stories*, was published as the ILO 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 published in 2011 for the 12th ILO African Regional Meeting in Johannesburg, South Africa. The fourth edition, entitled [Success Africa IV – Delivering excellent decent work results in Africa: Working together for a better Africa](#), contained 42 stories and was published in the ILO's Centenary Year (2019), ahead of the 14th African Regional Meeting held in Abidjan, Côte d'Ivoire, in December 2019.

The current publication, *Success Africa V: A brighter future of work in Africa*, contains 38 stories covering the four dimensions of the Decent Work Agenda and all five subregions of the African continent. It is being published in the context of:

- The ILO Centenary celebrations, which culminated in the adoption of the [ILO Centenary Declaration for the Future of Work \(2019\)](#);
- The [Abidjan Declaration](#) on Advancing Social Justice: Shaping the future of work in Africa,¹ which constitutes the outcome document of the 14th African Regional Meeting (2019);
- The ILO Programme and Budget for 2018–19;
- The ongoing reform of the United Nations system.

¹ Available at www.ilo.org/global/meetings-and-events/regional-meetings/africa/arm-14/reports-and-documents/WCMS_731646/lang--en/index.htm.

The collection includes a wide variety of interventions targeting a multitude of beneficiaries, adopting different approaches (from policymaking and institution-building to providing direct support at the grass roots), and focusing on a broad range of thematic areas. Despite these nuances, the stories in this collection all have something in common: they involve the ILO's tripartite constituents, thus underscoring the uniqueness of the ILO approach.

The stories show in concrete terms how a “human-centred approach to the future of work” – the vision projected in the [Abidjan Declaration](#) – can be achieved on the African continent through the concerted efforts of communities, constituents and partners. *Success Africa V* presents impactful stories of successful actions taken by the ILO, its tripartite constituents and development partners across Africa during the 2018–19 biennium to operationalize the [Decent Work Agenda](#)¹ using different sources of funding, including development cooperation. As such, they provide evidence that the Decent Work Agenda is integral to the [2030 Agenda for Sustainable Development](#),² which promises to “leave no-one behind”. *Success Africa V* is designed to be a reader-friendly complement to the more comprehensive [ILO Implementation Report](#)³ for the 2018–19 biennium, and to the ILO Decent Work Results [dashboard](#),⁴ which contains all the country results achieved in Africa during the period. To better illustrate the relevance and impact of the various stories, each project is introduced by an information box highlighting the [ILO policy outcomes](#)⁵ for 2018–19 and the Sustainable Development Goals (SDGs) and targets which the project addresses.

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

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

3 Available at www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_736811.pdf.

4 Available at www.ilo.org/IRDashboard/#azfoxn0.

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

► Acronyms and abbreviations

AfDB	African Development Bank
ANETI	Tunisian Agency for Employment and Independent Work
ANPE	Malian General-Directorate of the National Employment Agency
COSATU	Congress of South African Trade Unions
CSO	Civil society organization
ECOWAS	Economic Community of West African States
EDJEF	Decent Work for Youth and Women
EDLIC	Employment and Integrated Local Development in the Comoros
EIG	Economic interest grouping
ETOFÉ	Overcoming Labour Market Challenges for Equitable Opportunities for Women in Tunisia project
EYB	Expand Your Business
FAO	Food and Agriculture Organization of the United Nations
FEDUSA	Federation of Unions of South Africa
GAIN	Green Jobs Assessment Institutions Network
GDP	Gross domestic product
GYB	Generate Your Business Idea
ILC	International Labour Conference
ILO	International Labour Organization
MOU	Memorandum of understanding
MPTF Office	Multi-Partner Trust Fund Office
MSME	Micro, small and medium-size enterprises
NAPSA	Zambian National Pension Scheme Authority
NDCs	Nationally determined contributions
NGO	Non-governmental organization
PAGE	Partnership for Action on Green Economy
PPDP	Public-private development partnership
PSCM-PS	Mozambican Civil Society Platform for Social Protection
QMS	Quality management system
RBSA	Regular Budget Supplementary Account
RBTC	Regular Budget Technical Cooperation

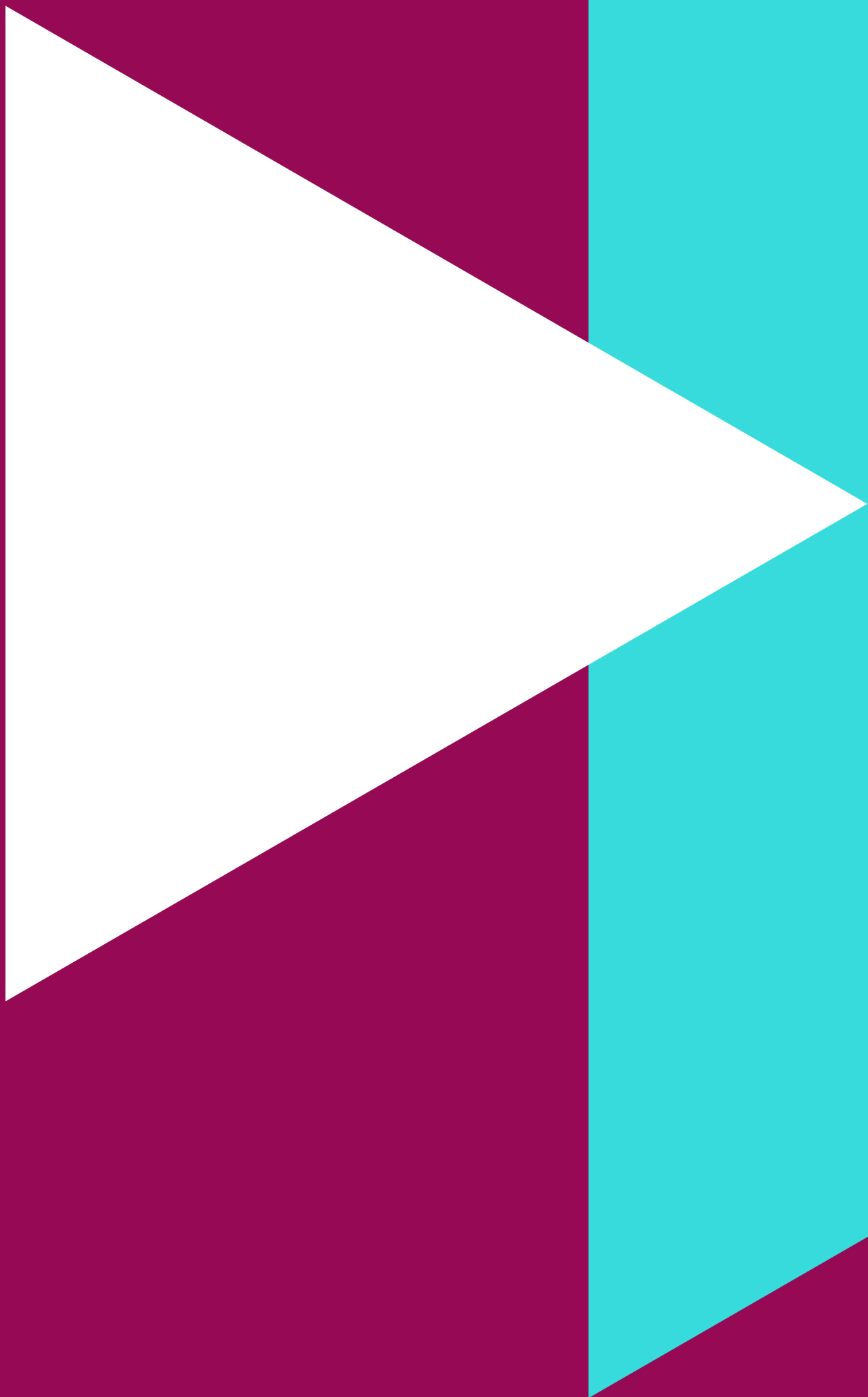
SADC	Southern African Development Community
SCORE	Sustaining Competitive and Responsible Enterprises
SDGs	Sustainable Development Goals
SIDA	Swedish International Development Cooperation Agency
SIYB	Start and Improve Your Business
SKiDRES	Skills for the Renewable Energy Sector
SME	Small and medium-sized enterprise
SPIREWORK	Social Protection for Informal and Rural Economy Workers
TVET	Technical and vocational education and training
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNPRPD	United Nations Partnership to Promote the Rights of Persons with Disabilities
VICOBA	Village Community Banking
WFP	World Food Programme
YWEE	Youth and Women Economic Empowerment

► Overview

No.	Country	Sustainable Development Goals																	ILO Policy Outcomes (2018-19)									
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	1	2	3	4	5	6	7	8	9	10
1	Burkina Faso																											
2	Cameroon¹																											
3	Comoros																											
4	Ethiopia																											
5	Ghana																											
6	Kenya																											
7	Madagascar																											
8	Mali																											
9	Mauritania																											
10	Mauritania																											
11	Mozambique																											
12	Senegal																											
13	South Africa																											
14	Tunisia																											
15	Tunisia																											
16	Tanzania (United Republic of)																											
17	Tanzania (United Republic of)																											
18	Zambia																											
19	Zimbabwe																											
20	Zimbabwe																											
21	Côte d'Ivoire																											
22	Côte d'Ivoire, Togo, Madagascar, Burkina Faso, Tunisia																											
23	Ethiopia																											
24	Ethiopia																											
25	Mozambique																											
26	Sierra Leone																											
27	Somalia																											
28	SADC																											
29	Zambia																											
30	Cabo Verde																											
31	ECOWAS																											
32	Egypt																											
33	Egypt																											
34	Madagascar																											
35	South Africa																											
36	South Africa																											
37	Tunisia																											
38	Zimbabwe																											

■ relevant SDGs to which the histories contribute
 ■ P&B Policy outcome covered
 ■ crosscutting

¹ This success history is related to the enabling outcome A on effective knowledge management for the promotion of decent work.



Success Stories

Success Stories

Creating jobs

1



► **Country** Burkina Faso and five other West African countries

► **Budget** US\$2.3 million

► **SDG targets** 4.3, 4.4, 8.3, 8.8, 8.b

► **Duration** 07/2018–12/2020

► **Funding source** Luxembourg

► **ILO policy outcomes** 1, 4, 5

► Burkina Faso and five other West African countries Decent work for young people in the Sahel region

The [Support to the Global Initiative on Decent Jobs for Youth in the Sahel](#) project has two main objectives:

- Quality apprenticeships backed by national guidelines, strategies and action plans to improve the national apprenticeship system and place particular emphasis on the quality of the system.
- A quality apprenticeship programme relevant to the local labour-market context and implemented in the construction and public works sector in Ouagadougou and its peripheries.

The project, which is being implemented in Ouagadougou and its environs, focuses on the building electrics and masonry construction sectors, both of which were selected via a diagnostic study carried out in 2018 to identify employment growth sectors in Burkina Faso. The training is conducted in training centres (25 per cent of the course) and on-site (75 per cent).

The quality apprenticeships programme has been well received in Burkina Faso. It takes an innovative approach based on key elements that link the training to the labour market, while giving young people vocational and technical experience to prepare them for the world of work.



A masonry apprentice on a construction site.

► My grandfather saw on the internet that the Ziniaré Reference Centre for Vocational Training was looking for young people to train in electrics and masonry. He gave me all the information and my father gave me the money for my application. My mother was pleased when I told her that I wanted to learn masonry. I was so happy when I was selected for the training. I have learned so many things. So far, I know how to build and render a wall and how to draw up a plan showing the façade and the cross-section. The training involves lessons at the centre and practical work-based training. Most importantly, there is a lot of practical training. I would encourage other girls to come and learn a trade like I am doing. It is just a question of having the courage to do it and following the explanations given by the instructors. I hope to be a mason contractor once I have finished my training.

► **Amanda, Congo, 18, masonry construction apprentice.**

Since November 2018, 150 young people (132 boys and 18 girls) have received training in one of the two above-mentioned sectors. Three national centres were identified and selected to provide this training: the Ziniaré Reference Centre for Vocational Training, the Association of Public Works and Construction Workers, and the Faso Private Polytechnic School. All 150 young people are eligible to take national examinations for vocational qualifications and certificates of competency. These national qualifications mark the completion of their training and help them to gain entry to the labour market.

As part of the project's implementation, an emphasis was placed on ownership at the national level and on the sustainability of results. The following strategies were adopted:

- Three national vocational training structures were selected and given training on the ILO quality apprenticeships concept. These structures provide training to young people, in line with the quality apprenticeships approach.
- Training workshops on the apprenticeship concept were held in Burkina Faso and in other countries of the subregion. Governments and social partners are the main beneficiaries of these capacity-building workshops.
- ILO-developed tools on quality apprenticeships were disseminated among stakeholders to promote understanding of the concept and its implementation.

It is hoped that the activities and strategies implemented throughout the project can be replicated in other situations, such as through upscaling in the same sector at the national level, transferring the project to other growth sectors in Burkina Faso, and replicating it in other West African countries.



A masonry apprentice on construction site.

► One day, a friend told me that the Ziniaré Reference Centre for Vocational Training was looking for young people to train in building electrics and masonry construction, with the support of the ILO. I had no hesitation in submitting my application, with the agreement of my parents. Thankfully, I was selected for training in my chosen subject: building electrics. I am staying at the centre, where the training is very thorough. We have lessons in theory at the centre and practical work-based training with a company. I am happy because the things I learn at the centre have been consistent with what I have to do in the workplace. All work is good work and, now, there are no longer male and female occupations. Women should not have any hang-ups about going into a trade. I say to my sisters who still hesitate that they should come here and learn the building electrics trade. I hope to be a mentor one day and to serve as an example to other girls. Once I finish my training, I hope to create my own electrical contracting company.

► **Clémentine Nabi**, 27, apprentice in building electrics.



An electricity apprentice.

2



► Country	Cameroon
► Budget	US\$80,000
► SDG targets	8.5, 16.6, 17.18

► Duration	2017 (24 months)
► Funding source	UNAIDS, ILO RBTC, Cameroon
► ILO policy outcomes	A ¹

► Cameroon

Automated management of data on decent work indicators

As is the case in many sub-Saharan countries, producing statistical data remains an enormous challenge for the Government of Cameroon. The Ministry of Labour and Social Security has long faced various obstacles to generating decent work indicators, such as the:

- Lack of an effective mechanism for generating information;
- Absence of harmonized data-collection tools and methodologies for use by labour inspectors;
- Lukewarm interest on the part of those working in the Ministry's decentralized services vis-à-vis the importance of gathering data from companies.

Consequently, the Ministry was lacking the reliable statistical data it needed to plan, monitor and evaluate its decent-work-related activities.

To address the situation, during the 2018/19 biennium the ILO provided the country's National Labour Observatory with technical assistance to help it to improve data collection and generation. The ILO's technical assistance focused on the following three themes:

- Developing new data collection tools
- Setting up a new automated system for the management and generation of statistical data
- Strengthening capacities

Previously, the Ministry struggled to generate statistical data, including indicators to monitor labour in companies. Labour inspectors and auditors did not have any effective tools for gathering data during their field visits. Moreover, the National Labour Observatory lacked the means necessary to process and analyse data and provide information to aid in decision-making. Thanks to the ILO's support, the Ministry's National Labour Observatory now has an automated system for managing data on decent work indicators in Cameroon. We welcome the establishment of a data management system that will boost the generation of statistics in the labour and social security subsector. In addition, the creation of the ONT-SISA statistical engine will bring about a culture shift among labour inspectors who are accustomed to the old system, which was not exacting with regard to information-sharing and management of the results of company inspections. The inspection units understand the issues involved in the automatic relay of statistical information and provide feedback in their capacity as major players in the data provider network.

► **Coordinator**, National Labour Observatory.

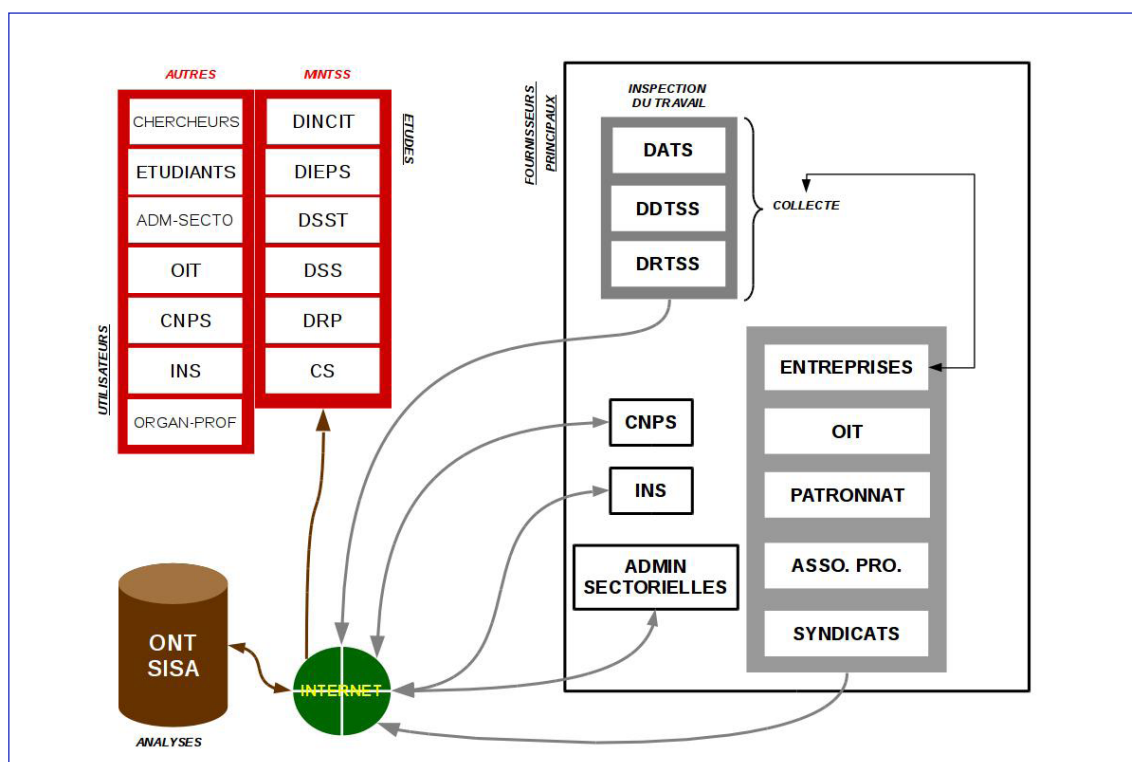
¹ A is an enabling outcome on effective knowledge management for the promotion of decent work

These activities have achieved significant results. A new data collection form and user manual were approved by the tripartite constituents in 2018. The form, for use by labour inspectors during company visits, covers the following decent-work indicators: working conditions, industrial relations, occupational health and safety, combating HIV/AIDS, social conditions, and social security. Since Cameroon is a bilingual country, both the form and the user manual have been translated into English to ensure that they can be used nationwide. The Ministry of Labour and Social Security issued a circular to formally integrate the new form and its protocol into labour-inspection practices in Cameroon. The National Labour Observatory developed a bilingual computer application, called ONT-SISA (<https://www.ont-sisa.cm>), based on new data collection tools.

To ensure take-up of these tools, five training sessions were held for 160 labour inspectors and data managers (99 men, 61 women) from ten regional labour offices in Cameroon. The training enabled them to become proficient in the use of ONT-SISA's new data collection, management and generation tools.

At the operational level, the ONT-SISA application will be updated regularly by labour inspectors at the end of their company inspection missions. Centralized data analysis will facilitate the generation of statistics and strategic information to aid in decision-making. The Ministry of Labour and Social Security is now able, through the National Labour Observatory, to produce real-time information on the status of decent work, not to mention inspection reports, regional labour office activity reports, statistical reviews relating to labour disputes, mock-ups of the Ministry's statistical yearbook, the Inspectorate General's structure evaluation form, half-yearly statistical dashboards for the Ministry, and thematic briefs on labour and social security issues. The system also serves as a tool for evaluating labour inspectors' performance.

The ONT-SISA statistical engine is an accessible web application that is easy to replicate for governments of other countries that have a network of data providers, such as labour inspectors. As soon as it is adopted by the Minister, the integration of the data collection and management system into the organizational structure of the Ministry of Labour will ensure its long-term sustainability.



The ONT-SISA database's data-transmission process.

3



► Country	Comoros	► Duration	2018/19
► Budget	US\$100,000	► Funding source	ILO RBSA
► SDG targets	4.3, 4.4, 8.3, 8.8, 8.b	► ILO policy outcomes	1, 4

► Comoros

Improving farmers' living conditions

The Employment and Integrated Local Development in the Comoros (EDLIC) project is financed through the Regular Budget Supplementary Account (RBSA) and implemented by the ILO. Its main objective is to promote youth employment by developing concepts based on youth and women's entrepreneurship and establishing a structured labour-intensive approach, which seeks to maximize the use of local resources to create jobs, stimulate public participation and foster the local production of materials, small-scale equipment and tools.

Improving farmers' living conditions

The agricultural sector is key to the development of the Comoros, both in terms of employment (supporting 80 per cent of the active population) and revenue (accounting for 90 per cent of exports). For this reason, developing this sector, organizing it through the establishment of cooperatives, and increasing its attractiveness are government priorities.

The ILO believes that cooperatives are important for improving people's living and working conditions. Cooperatives have demonstrated their potential to create and preserve jobs and have contributed to the promotion of decent work. For this reason, the EDLIC project began training five trainers on [Think.COOP](#) and [Start.COOP](#), thereby helping to develop the skills needed to create and launch cooperatives at the national level. Around US\$40,000 was allocated for the training of 100 farmers in five agricultural cooperatives in the commune of Mboinkou, where the economy is based entirely on agriculture.

► Prior to the cooperatives, we were organized in small groups to give each other a helping hand on our plots of land. The EDLIC project structured these five groups into five agricultural cooperatives registered with the THINK & START COOP training. This has enabled us to develop a new vision for our future.

In the past, we would plant seeds we procured from here and there using outdated methods and without much agricultural knowledge. The EDLIC project strengthened our technical capacities by providing practical training in farming techniques, in partnership with the Ministry of Agriculture.

Today, our approach to planting crops has changed a great deal. In the past, I grew only cassava, but now I grow carrots, potatoes and sweet potatoes. We continue to have in-house training and to exchange experiences after these training sessions. My cooperative, RAWUNI, is now a major producer of food crops and we have opened a market in my village where we sell our products at an unbeatable price in the commune and elsewhere. During the month of Ramadan, our cooperative covers more than half of the local population's food needs.

► **Bahia Ali Abdou**, 43, farmer and member of the RAWUNI agricultural cooperative.

To improve farmers' working conditions, the EDLIC project provided these agricultural cooperatives with five motorized cultivators to help mechanize farming and reduce heavy labour. As a result, the women can now focus on their main activity – planting crops – and provide for themselves and their children. Bahia Ali Abdou, 43, a farmer and a member of the RAWUNI agricultural cooperative, is just one of these women (see box right).

In addition, US\$60,000 was earmarked for on-the-job training on rural road-paving projects, using the structured labour-intensive approach, for cooperative members to be able to replicate their experiences.

By helping to create cooperatives, train farmers in agricultural techniques and construct rural roads, the EDLIC project has paved the way for policymaking at the macro level. The Government has already formulated a State farming project in the area.

The project's activities form part of the implementation of the country's strategic development priorities, in particular the Strategy for Accelerated Growth and Sustainable Development 2015–21, the United Nations Development Assistance Framework 2015–21, the National Employment Policy, the Emergency Plan for Youth Employment, and the Decent Work Country Programme 2015–21.



A beneficiary of the Employment and Integrated Local Development in the Comoros project.

4



► Country	Ethiopia	► Duration	07/2016-12/2020
► Budget	€1,516,837	► Funding source	European Union Trust Fund
► SDG targets	4.3, 4.4, 8.3, 8.8, 8.b	► ILO policy outcomes	1, 4, 9

► Ethiopia

The Youth Employability Services Centre

The share of the economically active population in Ethiopia grew between 2004 and 2014 – and is continuing to rise. Population growth, coupled with a lack of economic opportunities and livelihood options for youth, has led to a significant increase in labour migration from Ethiopia to other countries in recent years. As a result, ensuring productive employment opportunities in rural and urban areas has become a top priority in Ethiopia. According to the Urban Employment and Unemployment Survey of the Central Statistical Agency of Ethiopia, in 2018 the national unemployment rate stood at 4.5 per cent, urban unemployment at 17.5 per cent and rural unemployment at 2 per cent. The urban youth unemployment rate was 25.3 per cent and was much higher for female youth (30.9 per cent) than male youth (19 per cent).

An ILO socio-economic assessment conducted in 2017 revealed that the urban unemployment rate had risen to 18.3 per cent in the Amhara region, with female unemployment reaching 26.12 per cent. The assessment also confirmed that the region's economy had limited capacity to absorb the ever-growing labour force. This scenario is symptomatic of the overall situation in Ethiopia where labour-market intermediation is weak, leading to information asymmetry in the labour market. Jobseekers adopt a fragmented approach and rely on different information channels, with the majority leveraging their personal connections rather than public or private employment services to find work. Access to information about jobs and vacancies is limited and costly: an estimated 73 per cent of unemployed persons in Ethiopia lack information about job vacancies and related government services. In most cities and urban areas, vacancies are advertised on physical job boards placed at select locations.

The ILO is seeking to address this situation through the “Addressing the Root Causes of Migration in Ethiopia” project, which aims to support efforts to reduce irregular migration by creating decent livelihoods and employment opportunities for youth. In partnership with regional government authorities, in June 2018 the ILO set up a pilot Youth Employability Services (YES) Centre in Dagmawi Minilik sub-city, a borough of Bahir Dar in the Amhara region, in response to the weak and fragmented public employment services, the lack of readily available information on jobs and employment opportunities, and the difficult school-to-work transition for technical and vocational education and training (TVET) and university graduates. The YES Centre is a source of information on employment opportunities and labour-market demands for unemployed youth, including potential migrants. It also provides services such as career guidance, job counselling and job matching, and promotes job search skills for jobseekers. The YES Centre is operating in an integrated manner with the One-Stop Service Centre.¹

The YES Centre has been renovated to make it more appealing for jobseekers. The project provided the centre with furniture and equipment, and also trained four staff members assigned from the Bureau of Technical, Vocational and Enterprise Development and two additional staff recruited by the Bureau of Labour and Social Affairs. These staff members include a YES Centre coordinator, plus agents responsible for registering jobseekers and vacancies, market and private sector engagement, and data coding.

¹ One Stop Services Centres had been organized and delivered at Woreda (district), sub-city or city levels depending on local contexts and on the number of enterprises to be served by the regional governments. These centres exist and are currently delivering all the services necessary for the growth and development of SMEs in a transparent and efficient manner. They employ professional and technical staff to deliver services ranging from business licensing and legal registration, giving information and advice, facilitating access to credit and linking enterprises with TVET centres.

The YES Centre has subsequently been registering jobseekers and vacancies, undertaking job matching and offering employability skills services for young men and women. To date, 1,261 jobseekers (605 women and 656 men) and 203 vacancies have been registered; 538 jobseekers (263 women and 275 men) have been referred for jobs and skills training; and 64 jobseekers (40 women and 24 men) have found a decent job. To ensure the efficient functioning of the YES Centre, the ILO has developed an electronic labour exchange system and mobile and website applications. The electronic registration of jobseekers and vacancies facilitates and accelerates job matching. Both the web portal and the mobile applications were validated by all relevant constituents and partners. The website was granted a domain name by Ethio Telecom, and experts are clearing the trial data used during the validation exercise. The system is expected to be operational in early September 2020 and will replace the manual registration of jobseekers and vacancies.

The YES Centre has also provided group career-counselling services to 4424 jobseekers (1295 women and 3129 male) and has trained career counsellors to use the ILO [Surfing the Labour Market: Job Searching Skills for Young People](#) toolkit. In addition, the project set up an Employment Services Centre within the Bahir Dar city administration, in partnership with the Office of Labour and Social Affairs and the Technical Vocational Enterprise and Development Office. The Employment Services Centre extended geographical coverage to reach more young jobseekers in Bahir Dar. It started operating in July 2019 with four officers from the city administration's Office of Labour and Social Affairs and the Technical Vocational Enterprise and Development Office. The ILO supplied the centre with furniture and equipment. At the end of the project (by 31 Dec 2020), 3542 jobseekers (1619 women and 1923 male) and 690 vacancies had been registered. A total of 1257 job seekers (852 women and 405 male) had been referred to companies, and 498 jobseekers (406 women and 92 had found a job.

The project strongly promoted and supported collaboration between the agencies involved in the YES Centre and other relevant stakeholders to ensure the project's sustainability. The ILO established the YES Technical Working Group and Advisory Group to provide guidance on day-to-day operations and overall strategizing. Both groups have reinforced ownership and responsibility among government agencies. As a result, the YES Centre stands in good stead as regards continuity and upscaling. The Office of Labour and Social Affairs and other regional bureaus are working to scale-up the YES Centre throughout the region and, ultimately, to establish a Regional Employment Centre, which would connect with services at the federal level.

Moreover, the ILO has collaborated closely with the Ethiopian [Jobs Creation Commission](#) to develop the [National Plan of Action for Job Creation 2020–25](#), which also aims to create sustainable jobs through the establishment of job centres around the country. The ILO YES Centre is a tried-and-tested model that is likely to be promoted as a good practice to be replicated countrywide.

- Selam Kassahun is one of the beneficiaries of the YES Centre. She found a job through the YES Centre's job matching service. Selam has now been recruited by the Amhara Employers Federation as a public relations officer. She expressed appreciation for the YES Centre's role in facilitating her job matching. She also explained that without the YES Centre she might not have got her current job, as most companies tend to recruit through personal and family references and networks.



Selam Kassahun



The YES Centre in Bahir Dar

5



► Country	Ghana	► Duration	2017–21
► Budget	US\$907,000	► Funding source	Norway, Switzerland
► SDG targets	8.3, 8.8	► ILO policy outcomes	4

► Ghana

Good business practices yield results at Plot Enterprise

Sustaining Competitive and Responsible Enterprises ([SCORE](#)) is an ILO development cooperation programme that promotes productivity, competitiveness and decent work in emerging economies. It was launched in Ghana in 2011 with sponsorship from the State Secretariat for Economic Affairs of Switzerland and the Norwegian Agency for Development Cooperation. Since then, SCORE activities have been implemented in various phases:

- **Phase I, May 2011 to December 2013:** during the first phase, SCORE was primarily active in the Accra-Tema metropolitan area, facilitating training for enterprises that provide domestic and regional markets with pharmaceutical, food and metal products.
- **Phase II, January 2014 to October 2017:** during the second phase, the programme extended its services to suppliers in the oil and gas sectors and to the Central and Western regions and the then Brong-Ahafo region.
- **Phase III, November 2017 to October 2021:** in the current and third phase, SCORE has extended its services to small and medium-sized enterprises (SMEs) in the hotel and tourism industry.

Previously, items at the maintenance workshop and in the storeroom were scattered all over, making it difficult to find an item to work with. SCORE required that all items should be arranged and labelled for easy identification. This activity was carried out during the training. As a result, workstations, the store area and the maintenance workshops have been cleaned and organized. Now staff expend less time, effort and energy on locating needed items.

► **Emmanuel Dzasah**, procurement manager.

The ILO is currently seeking to broaden and enhance the benefits of SCORE for SMEs by mainstreaming the programme into the wider private sector and the local economic development agenda of Ghana. The ILO seeks to embed SCORE into programmes run by implementing partners and relevant government agencies. The Organization is also exploring the possibility of engaging multinationals as lead buyers in order to motivate smaller enterprises in their supply chains to participate in SCORE training.

One such enterprise was [Plot Ghana](#), a company located in Takoradi, western Ghana, that processes cocoa beans into cocoa butter and cocoa powder. The company was operating with some inefficiencies, prompting management to apply for SCORE training to improve productivity, enhance competitiveness and reduce waste. The enterprise participated in three SCORE modules: workplace cooperation, productivity through cleaner production, and human resource management. The initiative started with a baseline assessment of the enterprise, followed by modular classroom-based training, during which innovative ideas for addressing the gaps identified in the baseline assessment were generated.

These ideas were incorporated into an action plan, and a SCORE trainer was deployed to support implementation through on-site coaching.

Through the human resource management module, Plot Ghana identified opportunities for improving staff motivation, skills and knowledge. The company took care of its staff's basic needs by ensuring that everyone was earning at least the minimum wage, that overtime was paid correctly and that work schedules remained reasonable. Plot Ghana's management installed new air conditioning units in the production area and new ceiling fans in the canteen to improve working conditions. Moreover, management made sure that staff always had all the information necessary to work efficiently. For example, prior to SCORE training, work instructions and standard operating procedures for staff were only available electronically. After SCORE training, the company made hard copies of these instructions and posted them at each workstation. In addition, staff received training on how to reduce electricity and water use by fixing leakages or mechanical issues, resulting in savings for the enterprise. Plot Ghana now separates plastic waste for recycling, saving the company significant amounts on waste disposal charges. The company has also been able to reduce its forklift rentals from around seven days to between two and three days per week, thereby realizing further cost-savings.

The achievements at Plot Ghana are a testimony to the success of the SCORE programme and serve as motivation to provide the training to other SMEs. Against this background, SCORE Ghana is actively working with a number of implementing partners and building their capacities in order to extend the training to other enterprises and maintain the delivery of the SCORE programme in Ghana.

SCORE helps to reinforce our Food Safety Policy – our commitment to deliver to our customers safe, consistent cocoa products processed from safe, high-quality raw materials using the best practices.

► **Rafat Kasim, production coordinator.**



A Plot Ghana staff member showcasing a newly labelled and well-organized shelf.



Plot Ghana staff wearing protective gear.

6



► Country	Kenya
► Budget	US\$7,760,414
► SDG targets	4.4, 8.5, 16.6, 16.7, 17.17

► Duration	05/2018–04/2022
► Funding source	Sweden (SIDA)
► ILO policy outcomes	1

► Kenya

Inclusive growth through decent work

This [project](#), which is being carried out in the Narok and Nakuru Counties of the Rift Valley in Kenya, is aimed at empowering vulnerable persons, particularly youth and women, to participate fully in the mainstream economy and in society. The target group (1,500 young women and men) face high levels of poverty and a lack of job opportunities and employability skills, leaving them to eke out a living in the informal economy. Women are at a particular disadvantage due to the gender inequalities inherent in traditional societies. Furthermore, companies operating in the Rift Valley are forced to import workers from abroad because they cannot source skilled persons locally.

To address this situation the project has adopted a public-private development partnership (PPDP) approach and seeks to achieve the following outcomes through close cooperation with private-sector companies:

- **Outcome 1**
Create decent jobs through the teaching of relevant and quality skills by vocational training centres and other training institutions
- **Outcome 2**
Generate decent jobs by supporting new and growing businesses
- **Outcome 3**
Increase community participation in lobbying for greater access to public and social services and duty-bearer accountability
- **Outcome 4**
Strengthen project management and coordination.

► Joy Kisotu is an ambitious and determined young woman who hails from a small village in Suswa. This small town is rapidly growing thanks to major infrastructure developments, specifically the Standard Gauge Railway megaproject.

“Through the PPDP project”, says Joy, “I am currently undertaking my industrial attachment in electrical installation at KenGen PLC, the largest geothermal power generation company in Kenya. This on-the-job training was secured by the project and, to date, I have gained experience in the electrical installation of light-emitting diodes, mortars and generators. As the first girl from my village to study electrical installation, without the support of the PPDP project I would not have had this opportunity to study an area I am passionate about simply because, in my culture, this profession is male-dominated and because of the school fees. My class is dominated by males and I am pleased that I have emerged to be among the top performers at the Narok vocational training centre. My school fees and upkeep are fully funded by Akiira Geothermal, one of the private-sector project partners, which has committed to empowering our community by drilling for geothermal power.”

“Without this project, I would not have had an opportunity to learn a skill which I am passionate about and which presents readily available job-market and self-employment opportunities in Narok.”

Joy’s encouragement to young ambitious girls like herself is: “Anything a man can do, a woman can do better!”

The project has facilitated the establishment of a social dialogue platform for the public-private sector to address the skills gap and strengthen linkages between industry and vocational training institutions. The PPDP project involves multiple stakeholders, including national and county governments and the private sector, who have made financial and non-financial contributions according to their mandate, capacity and interests.

In the first two years of this four-year project, the following results have been achieved:

- Some 40 young women and 30 young men have acquired quality, demand-driven skills through courses at vocational training centres and on-the-job training in partner companies.
- Partnerships have been concluded with ten public- and private-sector companies to provide industrial training and internships to youth and women on selected demand-driven courses. Around 40 youth have gained pre-employment training on industrial placements starting January 2020.
- Some 20 instructors (3 women, 17 men) have received industry training to enhance their knowledge of, and industry exposure, to the latest technologies.
- Strategic plans have been designed for four vocational training centres to support them in becoming centres of excellence.

Young people have also received training in CV writing and work ethics.

The project has the potential for upscaling since other Kenyan counties have expressed an interest in replicating the initiative. Moreover, the project organized a PPDP learning and knowledge-sharing forum in Zambia in December 2019, which led to the design of a similar project in that country.



Joy Kisotu during her industrial placement at KenGen PLC in March 2020.

7



► Country	Madagascar
► Budget	US\$56,000
► SDG targets	4.4, 8.2, 8.3, 8.5

► Duration	2018–20
► Funding source	Norway
► ILO policy outcomes	1

► **Madagascar****Training in specialized building construction work**

Since it was first launched in Madagascar by the ILO, the [labour-intensive approach](#) has been adopted for infrastructure projects (rural roads, hydro-agricultural schemes and urban developments) and basic social services (school buildings, marketplaces). Since 2000, several labour-intensive project phases have been implemented with funding from the Norwegian Government. The first of these labour-intensive projects was a road project, from 2000 to 2007; then came a construction project, from 2001 to 2006; an urban project, from 2002 to 2005; and a communal project, from 2004 to 2009. From 2001 to the present-day, the ILO has been running the construction project, employing a structured labour-intensive approach to build classrooms equipped with supporting facilities and equipment (canteens, water points, toilets, furniture), and to provide training (for SMEs, consultants, skilled tradespersons, labourers, parents' associations, maintenance committees, and so on) in several regions of Madagascar. Currently, the project is actively involved in the empowerment of skilled and non-skilled youth.



Training youth in the labour-intensive construction approach.

Since 2009, Madagascar has been dealing with a political crisis that has affected every sector of the economy. Some 346,000 jobs have been lost. The crisis led to a 40 per cent reduction in international aid between 2009 and 2011, resulting in a considerable decrease in the State budget and an 11 per cent drop in per capita income. According to the Permanent Household Survey, the crisis has had an impact on education, with a sharp decline in the net primary enrolment rate (falling from 83 per cent to 73.4 per cent) and the school completion rate (dropping from 79 per cent to 72 per cent). In 2013, the Government, with the support of its partners, launched its Interim Education Plan covering the period 2013–15, followed by its Education Sector Plan for the period 2018–22.

In this context, specialized building and construction training for unemployed youth in the Androy region became one of the activities carried out as part of the ILO building project in 2018. In fact, since 2015, the labour-intensive project has been involved in building school infrastructure while also adhering to three principles: training, investment and sustainability. The objective of the construction project is to improve access to education in disadvantaged areas, in particular for the most vulnerable target groups of the population. This involves building and fitting out new school infrastructure, rehabilitating or rebuilding existing structures and ensuring that adequate amounts of school furniture are provided.

In 2018, US\$56,000 was allocated to provide four months' training in specialized building and construction to 27 unemployed youth selected from the area covered by the project. The main objectives of the project were to combat youth unemployment, create decent and productive jobs, and reduce poverty. The training comprised theoretical and practical modules, with the practical components accounting for two thirds of the course to ensure that trainees were operationally ready after completing their studies. For this purpose, the construction site of a multifunctional building – with two classrooms; a refectory with a canteen, kitchen and storeroom; and a latrine – in the school district of Ambovombe, served as a hands-on construction training worksite. Experienced labourers carried out the work on the school building while the trainees observed. Later, the trainees themselves carried out building works on the refectory, under the supervision of trainers and experienced labourers. This first-of-its-kind training was implemented in cooperation with the Inter-regional Directorate of National Education, Technical Instruction and Vocational Training in the regions of Anosy and Androy, and the first students graduated in November 2018.

► I found out that the labour-intensive construction project was going to build schools in my area and provide training in multi-skilled construction work. I had wanted to progress from a labourer to a professional mason, so I applied for the training and was selected.

I learned so much during the vocational training with the ILO, to the point that, now, I can construct a building from the ground up. It has changed my life. All that remains is to reinforce what I have learned.

My goal is to have a decent job while improving myself, put into practice the knowledge I gained during the ILO training, and develop my experience as a specialized worker.

► Juliot, 23, at his certificate of completion ceremony.

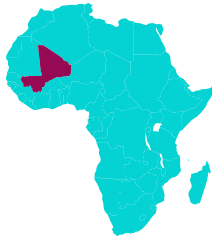
The labour-intensive construction project is part of the joint ILO/UNICEF/WFP programme funded by Norway and fits within the scope of the Decent Work Country Programme for Madagascar, in particular its first objective: promoting access by vulnerable groups to jobs by enhancing their employability and stimulating job-generation sectors, and creating job opportunities for unskilled or low-skilled youth and women by applying the structured labour-intensive approach to building or rehabilitating basic social infrastructures.

Juliot, 23, from Beabo, Ambovombe, was one of 27 multi-skilled young workers trained by the ILO in 2018. Before the training, he had worked as an unskilled labourer in the Ambatovy mine, one of the [largest lateritic nickel mines](#) in the world. After his father died in 2016, Juliot decided to return to his home village, but was unemployed. During the four months of training, he gained a good understanding of construction techniques as a multi-skilled builder. As a result of the knowledge he acquired, he was recruited in 2019 by a construction company, Entreprise EGCC, to work on the construction of a building with two classrooms, a refectory with a water catchment system, and a latrine.

The labour-intensive construction project is now replicating the multi-skilled construction worker training in the district of Betioky Sud, Atsimo-Andrefana region, in the Toliara province on the south coast of Madagascar. Some 20 unemployed youth, 7 of them young women, in Atsimo-Andrefana are currently following the same training and the same path taken by Juliot. What is more, the labour-intensive building project is planning to send all 47 multi-skilled construction workers – that is, these 20 workers, plus the 27 already trained in the Androy region – for work experience on road improvement sites to further increase their knowledge.

Mr Falimahenina, director of TODAY, a building and construction company based in Ambovombe, has welcomed the labour-intensive construction project. Previously, he had to bring in specialist workers from the capital, some 1,500 km away, a decision he had been forced to make, even though it made his company less competitive, due to a lack of trained multi-skilled workers in Androy. “Now, I can save on the cost of bringing workers back and forth by recruiting specialized workers locally”, he said.

8



► Country	Mali	► Duration	01/2016–12/2020 (5 years)
► Budget	US\$2.5 million	► Funding source	Luxembourg
► SDG targets	4.3, 4.4, 8.3, 8.8, 8.b	► ILO policy outcomes	1, 4, 5

► Mali

Embedding SIYB tools into the Malian entrepreneurial ecosystem

The objective of the Improving the Employability of Rural Youth in the Productive System project is to help integrate young people into the labour market through a holistic system promoting the establishment and management of viable micro, small and medium-sized enterprises (MSMEs) in rural areas. The project's strategy responds to local needs for institutional support to foster employment, in particular by:

- Strengthening the entrepreneurial capacities of local support structures using the Start and Improve Your Business (SIYB) methodology;
- Supporting and supervising young people with training and business plans;
- Creating a pool of counsellors and trainers;
- Ensuring the complementarity of stakeholders' activities.

The strategy also addresses the needs of young people in areas such as enhancing employability, providing guidance on self-employment, and supporting labour integration and the launch and management of MSMEs. The project achieved the following results:

► **Embedding SIYB tools at the national level and bolstering the network of job counsellors and entrepreneurship trainers:**

- 80 persons (job counsellors from the General-Directorate of the National Employment Agency (ANPE), and trainers and coordinators from the SIYB network in Mali) were trained in the SIYB methodology.
- 109 persons (ANPE counsellors, ANPE regional department executives, chambers of commerce counsellors, private practice trainers) strengthened their entrepreneurship capacities based on the SYB/GYB¹ methodology.
- 11 trainers from the Agency for the Promotion of Youth Employment strengthened their entrepreneurship methodology capacities in order to finalize 1,100 business plans.



Young people take part in a business-modelling session.

1 SYB: Start Your Business; GYB: Generate Your Business Idea

► **Supporting young people via job counsellor networks and entrepreneurial trainers:**

- 203 young micro-entrepreneurs in 40 cooperatives – identified and selected in partnership with the Food and Agriculture Organization of the United Nations (FAO) – strengthened their entrepreneurial capacities, with support from members of the SIYB network, and updated and produced 40 business plans to submit to decentralized financial systems.
- 1,100 business plans were devised by young people with the support and guidance of 11 trainers from the Agency for the Promotion of Youth Employment.
- 200 young people, 50 of them women, strengthened their management skills in areas such as business and household, marketing, accounting, procurement, stock management and cost calculations.
- 700 young people, including 136 women, were trained in SIYB tools and started a business.
- 346 business plans were finalized and financed by the SIYB network in the Ségou cercle.
- 35 micro-entrepreneurs (17 women and 18 men) from the Malian Chamber of Commerce and Industry in Ségou received refresher training.

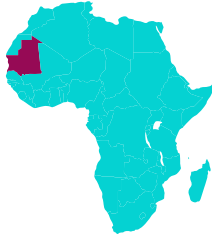
The project has brought positive changes to Mali through the introduction and popularization of SIYB tools that are now recognized and endorsed by stakeholders such as the National Council of Employers of Mali, the General-Directorate of the National Employment Agency, the Agency for the Promotion of Youth Employment, chambers of commerce, and research and training firms. The focus has been on three modules – GYB, SYB and SIYB – which primarily target young people who wish to develop their business ideas or get their activities off the ground.

The creation of networks of job counsellors and entrepreneurship trainers has been another important outcome of the project. Ensuring that the experience and knowledge gained can be maintained over the long term has been a concern from the very start. The first step was to strengthen the capacities of partner structures and actors in the youth entrepreneurship ecosystem by supporting them to adopt the ILO-developed tools. The SIYB tools are anchored at the level of the aforementioned actors working within the project's areas of implementation and beyond. All entrepreneurship-related programmes and projects financed by development partners (such as the Agence Française de Développement, the World Bank, the Danish International Development Agency, the International Fund for Agricultural Development, Luxembourg and Switzerland) leverage the SIYB tools. In addition to technical training, the SIYB network is committed to ensuring that youth acquire basic business and life skills, enabling them to overcome obstacles to self-employment and to achieve a degree of autonomy. The project has helped to consolidate entrepreneurial capacities in agricultural value chains within its areas of intervention.



Young GYB and SYB trainers in training.

9



► Country	Mauritania
► Budget	US\$1,250,000
► SDG targets	4.4, 8.5, 8.8

► Duration	09/2018–10/2019
► Funding source	US Department of State, UNHCR, Japan
► ILO policy outcomes	1, 9

► Mauritania

Access to sustainable livelihoods and social cohesion

The [Mbera camp](#) in eastern Mauritania, some 60 kilometres from the border with Mali, is home to more than 55,000 Malian refugees who fled the war in their country in 2012 and who survive mainly on humanitarian aid. Since 2018, the ILO has been working to support Malian refugees and Mauritanian youth in the Bassikounou region to provide them with vocational training and decent work opportunities. Through three complementary projects (financed by Japan, the United States of America and the Office of the United Nations High Commissioner for Refugees (UNHCR)), the ILO aims to promote local economic development and create job opportunities in the construction sector for Malian refugees from the Mbera camp and host communities in the *moughataa* (department) of Bassikounou. This is being done by providing technical and vocational training, building infrastructure using local materials and new technologies, and contributing to local development by supporting local businesses, civil society and the authorities.

These actions are therefore helping to enhance youth employability, strengthen the capacities of the private sector, and develop a new vocational training and employment strategy for refugees and vulnerable persons in host communities, while also promoting sustainable livelihoods and decent employment in rural areas and meeting economic and community infrastructure needs through the use of locally available resources. The project's main objectives are to:

- Enhance the employability of young women and men from different communities, including refugees and youth in the region, by simultaneously providing them with work experience and training on labour-intensive construction sites, based on practical and accredited exercises;
- Build infrastructures identified as key to local economic development and services based on market and value-chain analysis, by engaging young people and making the most of local materials to create decent jobs and promote local economic activities while facilitating the humanitarian–development nexus;
- Promote local economic development by increasing support for local businesses through the improved organization and greater participation of cooperatives, local groups, civil society and local businesses.

On-site construction training for 445 young refugees and youth from host communities has helped to enhance their employability, promote sustainable livelihoods and increase their chances of finding decent work. A road and a training centre built in Mbera as part of ILO projects are elements contributing to the promotion of opportunities and economic activities in the long term. These infrastructures are helping to open up the Mbera camp, enable the free movement of people, goods and services, and foster social cohesion between host populations and refugees, while also providing for a favourable learning environment to facilitate the acquisition of new skills.

The project has enhanced the employability of young refugee women and men and local youth by providing them with work experience and practical training in the building trades on labour-intensive construction sites. This training has been certified by the national diploma accreditation system. The project has also enabled various support services to be established for local businesses – ranging from technical and organizational capacity-building to access to information and finance – in order to foster local economic development by increasing the participation of cooperatives, local groups, civil society and local businesses. Moreover, in this particular case, the on-site construction training methodology and the labour-intensive approach have helped to foster interactions and social cohesion between and among different communities and persons (hosts and refugees, men and women).



Zeynabou, 22, trained in plumbing in Bassikounou.

► My days were empty. I had no idea what the future had in store for me. I left school early and had no qualifications. When I heard about the ILO training courses, I saw an opportunity, even if I did not quite understand what exactly I was going to be doing.

I signed up to be a plumber and liked the trade from the start. I saw it as a way of earning a decent living. Although it was not easy to start with, we quickly got past things like origin, skin colour and language. Our Malian colleagues became our friends. We were one of the most well-organized groups. We created a WhatsApp group and we continue to stay in touch, even outside of school.

I have now finished my training and will soon have my certificate of completion. I hope to have a job soon, and I can rely on ILO support for that too.”

► Zeynabou, 22.

The project is aligned with public policies on employment and vocational training, such as the National Strategy for Accelerated Growth and Shared Prosperity, the National Employment Strategy, and the Act on Technical and Vocational Training Development in Mauritania. It is also in line with the Sustainable Development Partnership Framework for the period 2018–22 signed by the Government of Mauritania and the United Nations, and responds to the infrastructure development needs of the Bassikounou *moughataa*. In addition, the project strengthens cooperation between United Nations agencies and partner NGOs, while also enabling greater synergy and complementarity of activities based on the collective outcomes of the Sustainable Development Partnership Framework in Mauritania, which is considered by the United Nations system as a pilot country for strengthening the humanitarian–development nexus.

These three projects could be adapted and replicated in other countries of the subregion with similar contexts, in particular the Group of Five for the Sahel (G5 Sahel) countries and Senegal. South–South cooperation could be supported by organizing study trips and workshops to exchange best practices with countries neighbouring Mauritania (Mali, Senegal, Morocco), the G5 Sahel countries and other countries that have adopted the labour-intensive approach (such as Tunisia, Jordan, Turkey and Timor-Leste) in order to promote and improve the use of local materials and new technologies.

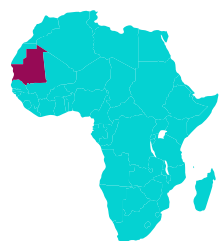


Tahaa oult Jiddou, 21, trained in plumbing.

► The training course was welcomed by my family because it is difficult when you are a refugee and you have no occupation. So, I did not hesitate to do it and it was a great experience. As I have no idea when I will return to Mali, I do not want to waste my time. Besides, work is a necessity if you want to be respected in society. I hope to get my diploma and be independent. I will work hard to achieve that because I want to be important and respected. The training went well and there was a wonderful social bond between us and the Mauritians. I learned so many things and hope to be able to put them into practice. Right now, I am working on an ILO building site.

► Tahaa oult Jiddou, Malian refugee.

10



► Country	Mauritania
► Budget	€6.7million
► SDG targets	4.5, 8.6

► Duration	2017–22
► Funding source	European Union, France
► ILO policy outcomes	4, 5

► Mauritania

Increasing young people's opportunities for decent work

The PECOBAT and PECOBAT II environmentally friendly construction projects aim to enhance youth employability and build the capacities of SMEs by promoting construction with local materials, providing professional on-site construction training and boosting local economic development in disadvantaged areas.

The project's strategy is built on three pillars: (i) providing vocational training and employment; (ii) creating infrastructure; and (iii) promoting economic activities to boost local development in the regions of Brakna, Gorgol, Assaba and Guidimaka. Actions on the ground focus primarily on creating jobs through public infrastructure projects and the promotion and strengthening of SMEs to foster the long-term socio-economic integration of young persons. The project's objectives are:

- Enhance young people's employability and foster their integration into promising jobs sectors, such as green building with locally sourced materials, and in other trades driving local economic development.
- Promote the private sector and economic activities that are both sustainable and profitable from a social and economic point of view by improving the Mauritanian vocational training system to encourage dual training.

The ILO supported the Mauritanian National Institute for the Promotion of Technical and Vocational Training to establish curricula in order to ensure the quality of training and encourage the public vocational training system to take ownership of the training programmes. As a result, vocational training centres have been able to offer diplomas in the construction trades, thereby enabling young trainees to enhance their employability and increase their chances of finding decent work. Between November 2018 and October 2019, a total of 156 young people (116 male, 40 female) from Guidimaka, Brakna and Nouakchott participated in diploma-based training on construction sites. The training enabled these young people to gain a certificate of competency in raw-earth masonry or renewable energies. In Mbagne, another 24 young people (17 male, 7 female) were trained in compressed earth-block production techniques. To facilitate the socio-professional integration of trained youth, the ILO works with a support and integration office to provide young people with the tools they need to find work quickly.

In terms of infrastructure, by utilizing its on-site construction training approach the project has successfully built two schools – one in Kaédi, the other in Sélibaby – each equipped with solar panels and water access points; three more are under construction. The project is thus helping to provide young people with a favourable learning environment and fostering their personal development in modern, adapted and environmentally friendly schools. It has also facilitated the promotion of new skills in Mauritania with the introduction of training in Nubian vault¹ construction techniques. These techniques

¹ Nubian vaults are mud-brick vaults constructed without a frame. The technique originates from Nubia, in Upper Egypt, where examples dating back more than 3,500 years can still be seen today.

were previously unknown in Mauritania, but Mauritanian youth trained as masons through the project are now Nubian vault specialists and are working on school construction sites.

Local entrepreneurship has also been promoted through training and the establishment of economic interest groupings, which have been able to work on construction sites and win contracts. Concrete actions have been taken to develop entrepreneurship in Mauritania and strengthen the national vocational training system. This has been done through awareness-raising and training activities aimed at responding adequately to the needs of the private sector. These actions indicate an awareness of the importance of local materials and the need to disseminate information not only on their advantages and technical requirements but also on how to meet the challenges that infrastructure problems pose for the country's school and housing sectors.

The architectural model developed by the schools involved in the ILO project's on-site construction training approach remains at the disposal of the Mauritanian Government for use in its own school-building tenders. The project could also be replicated in other cities around the country, provided that the resources and labour force are available, and in other countries of the subregion with similar contexts. The possibility of upscaling the PECOBAT project depends on having a critical mass of teams to supervise the work, on-site technical monitoring, and a pool of human resources within the project management team.

Several countries of the region have a similar context to that of Mauritania in terms of training and infrastructure needs, thus providing an opportunity for cooperation and the exchange of good practices. The PECOBAT team could highlight which parameters should be taken into account when implementing this type of project and how the local materials subsector could increase opportunities for decent work.

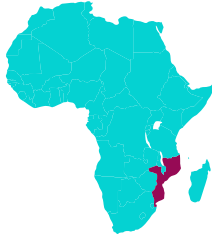


Koudy Abdoul Diallo, 23, mother of two, raw-earth masonry.

After my training in raw-earth masonry, I was among those selected to help build a school in Dar Salam, near Kaédi. This was an opportunity for me to put into practice the three months of theoretical training we had been given. More than anything, I have proved that masonry is not just a man's domain: women can do it too – sometimes even better than men. That is why I would like to thank the European Union and the ILO, and the PECOBAT project, for this training, which was not previously available at the Kaédi training centre. Recently, I was lucky enough to be recruited, along with 15 other trained students, to work on a new PECOBAT construction site in Mbagne, in the Brakna region, this time as a professional mason. My satisfaction is all the greater now that I have a trade that will enable me to find a job, especially as there are so many building and construction companies in the surrounding areas. The only problem is that these companies must overcome their fears of hiring women in a sector that has so far been reserved for men.

► Koudy Abdoul Diallo.

11



► Country	Mozambique
► Budget	US\$350,000
► SDG targets	8.6

► Duration	10/2019–03/2020
► Funding source	ILO RBTC
► ILO policy outcomes	1

► Mozambique

Restoring public infrastructure in Sofala Province after Cyclone Idai

Cyclones Idai and Kenneth, which hit Mozambique in March and April 2019, have had a catastrophic impact on housing, health and education infrastructure, as well as on people's livelihoods, especially those in fishing and agriculture. Cyclone Idai alone destroyed approximately 250,000 houses and other infrastructure across the Provinces of Sofala and Manica, with the country's fourth largest city, Beira, [bearing the brunt of the destruction](#).

To mitigate the impact of Cyclones Idai and Kenneth on the livelihoods of local communities, the ILO and cooperating partners devised a three-month Youth Employment for Early Recovery response project.

The project aimed to contribute towards generating employment and restoring the livelihoods of the affected population by creating emergency employment opportunities for young workers in reconstruction and skills development, including occupational safety and health.



Project staff with graduates working on demolition at the delegation building.

The reconstruction project recruited students and graduates from technical, vocational and entrepreneurship training centres to repair public buildings and restore urban infrastructure using labour-based methods and disaster-resilient construction techniques. This provided an opportunity for young graduates and students to gain valuable practical experience on physical reconstruction worksites, while receiving a wage and a daily food allowance.

The reconstruction works comprised rebuilding the training centres of the Albert Cassimo Institute for Vocational Training and Labour Studies and providing capacity-building for young workers, with the government department (the Albert Cassimo Institute) as the implementing partner, supported by experienced consultants.

The graduates acquired skills such as resilient construction techniques and occupational safety and health, with particular emphasis on handling asbestos. In the future, the Institute's trained instructors will continue to develop students' skills in resilient construction techniques and occupational safety and health, with special attention being given to handling asbestos.

One of the young people engaged to work on the project was Manuela, who enrolled in the programme in November 2019. Luckily, her living conditions improved while she earned a monthly amount of 7,500 Mozambican meticals (US\$105) which she used to build her own home and to make an advance payment to cover her son's school fees for seven months. In addition, Manuela was able to buy roofing sheets for her house and managed to do various other things to improve her living conditions.

Manuela lived with her parents until, in 2011, her parents told her that they were unable to continue funding her studies beyond the eighth grade. Her older sister, a single mother of three, lived in the city of Beira and invited Manuela to stay with her, promising to continue supporting her education.

Manuela moved to Beira in September 2011, finished the eighth grade and signed up for the ninth grade at the beginning of 2012. Everything was going well until her sister suddenly passed away in February 2012, leaving Manuela and her eldest niece – both of them were aged 16 at the time – to care for the two younger children (aged 12 and 9).

Despite the lack of family support, Manuela decided to stay in Beira and continue with her studies. As the two eldest members of the four-person household, Manuela and her niece had no choice but to find jobs: her niece went to the city centre to buy clothes to sell in the suburbs, while Manuela worked as a domestic worker earning around 1,600 meticals (US\$24) per month. Together, they managed to buy food and ensure that all four of them went to school.

In 2016, Manuela decided to enrol in a newly launched project supporting vulnerable youth to access skills training at selected technical, vocational and entrepreneurship training centres. Manuela chose a three-month masonry course, which was paid for in full by the project. After finishing her training, Manuela applied for an internship and was accepted at a local construction company. Since then, she has been working as an individual contractor, finding small opportunities on her own and with the assistance of others. Happily, she has never had to face a full month without any work.

Since the project ended in February 2020, Manuela has been involved in part-time construction activities – which constitute her and her beloved family's only means of subsistence. Manuela has recently returned to her home in the Matacuane neighbourhood of Beira after working part-time as a painter in the District of Buzi, where she had been fully booked. She will soon take part in the construction of the wall of a residence in her neighbourhood.

► I'm not here just for the money, I'm also looking for new opportunities and building for my future, and the work was not difficult because many of those who are here already have experience of similar construction works.

What do other women think about your work as a mason?

Many of my women neighbours admire me. My husband and I have acquired a small plot and together we are building our new house. Every time the neighbours see me in my work clothes they are really happy and ask a lot about my work but especially about the house I'm building with my husband.

► **Manuela.**



Manuela reframing a window with a mosquito net.

12



► Country	Senegal
► Budget	US\$2,190,000
► SDG targets	8.3, 13.3, 17.7

► Duration	2014–19
► Funding source	MPTF Office (PAGE)
► ILO policy outcomes	4, 5

► Senegal

Social entrepreneurship for the local production of solar equipment

As part of the Partnership for Action on Green Economy¹ multi-agency programme, the ILO was the main implementing partner for outcome 3 of the Creating Green Jobs Support Programme for the period 2015–19, on capacity-building and stakeholder training for the creation of green jobs. The programme provides eco-entrepreneurs with the technical expertise and mentoring needed to turn their technological innovations into viable businesses. As part of this initiative, Palette, an economic interest grouping (EIG), took part in a series of training sessions that have enabled it to strengthen its capacities in the development of green entrepreneurship, particularly in the area of ecodesign.

As a beneficiary of this ILO training, Astou Ndiaye Toure participated in an international competition on strategies for combating climate change. As a result of the green version of the Start and Improve Your Business (SIYB) training she received, she was able to highlight the competitive and innovative advantages of a solar oven project launched by the Palette EIG, in particular:

- The benefits of an innovative technology that helps combat deforestation (environmental benefits in terms of carbon sequestration);
- The creation of jobs for women;
- The time saved and reduced burden of work for women;
- The significant improvements to women's health achieved by replacing charcoal and firewood with solar ovens.



The solar ovens manufactured by the Palette EIG.

¹ The Partnership for Action on Green Economy (PAGE) is a joint initiative involving five United Nations agencies: the International Labour Organization (ILO), United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), United Nations Industrial Development Organization (UNIDO) and United Nations Institute for Training and Research (UNITAR).

Indeed, compared to the old model, the new solar cooker is manufactured with minimal tools and with materials available almost everywhere. It therefore has a relatively low cost price, which makes it an affordable cooking appliance for the poorest segments of the population. The coaching provided to the EIG by the ILO-assigned Master Trainer has also enabled its members to adopt green supply practices such as accumulating sufficient quantities of stock so as to reduce the need to travel.

This innovative project has enabled Ms Toure to become the only African woman named by the United Nations as a global ambassador for the Sustainable Development Goals.

The Palette EIG is hoping to improve the ecodesign of its products. With this in mind, Ms Toure is currently working with technical and financial partners to launch a research and development project to find the best material to replace wood in the manufacture of the solar oven, paving the way for new areas of experimentation for her and her EIG.



Sessions on the assemblage and use of a solar oven.



Training of women from Méckhé on the assemblage of solar kits.

13



► Country	South Africa
► Budget	US\$25,000
► SDG targets	8.3, 12

► Duration	09/2019
► Funding source	MPTF Office
► ILO policy outcomes	4

► South Africa

An assessment of the impact of climate policies on jobs

The ILO is the lead agency implementing the United Nations Partnership for Action on Green Economy (PAGE) multi-agency programme in South Africa,¹ and functions as the secretariat of the Green Jobs Assessment Institutions Network (GAIN), a global research network launched in 2013 to assess the employment effects of climate and sustainable development policies. Its objective is twofold:

- Institutional capacity-building in economic methodologies and models suitable for analysing the labour market outcomes of climate and green policies
- Evidence-based research and policy advice in developing and low-income countries through South-South cooperation.

The GAIN network has developed a methodological approach and training manual on gathering statistics, integrating them into the system of national accounts and building Green Jobs Assessment Models at the national level. These models allow countries to analyse the social and employment outcomes of climate and sustainable development policies.

The first GAIN Training Hub in Africa was launched on 10 January 2019 at the third PAGE Ministerial Conference by the Government of South Africa, the University of Pretoria and the ILO.

All parties to the Paris Agreement under the United Nations Framework Convention on Climate Change, which entered into force in 2016, are expected to submit their nationally determined contributions (NDCs, or reductions in greenhouse gas emissions) by 2020 and every five years thereafter. Governments therefore wish to better understand the social and employment implications of their NDCs and the multi-dimensional implications of the Sustainable Development Goals. To address these points, in September 2019 the Training Hub organized the first training in Africa on assessing the job impacts of climate policies. The GAIN assessment methodology and the Green Jobs Assessment Model were used as methodological approaches for analysing the impact of NDCs on key development indicators such as employment, GDP, skills, gender, income distribution and inequality. Policymakers, researchers, senior officials from ministries in charge of finance, labour and climate change, and social partners came together to discuss the key social, economic and employment outcomes that climate policies must take into account. A total of 30 persons (13 women, 17 men) took part in the event, which addressed questions such as:

¹ The Partnership for Action on Green Economy (PAGE) is a joint initiative involving five United Nations agencies: the International Labour Organization (ILO), United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), United Nations Industrial Development Organization (UNIDO) and United Nations Institute for Training and Research (UNITAR).

- What is the job impact of a renewable energy target?
- Which skills are required?
- How many jobs for women and men will be created or lost?
- What is the distributional impact of a tax on carbon emissions?
- Will rural households gain as well?
- How much waste and pollution is generated and which jobs are impacted?

The training enabled participants to build simplified Green Jobs Assessment Models on their computers and analyse the corresponding national economic statistics contained in input-output tables and social accounting matrices. A total of 14 sessions were delivered through two different training tracks, one for policymakers and one for researchers. The trainers came from members of the GAIN Network, including the German Institute for Economic Structures Research; the University of Mauritius; the University of Pretoria; the Norwegian Foundation for Industrial and Technical Research, or SINTEF; and the ILO.

Discussions are under way with the African Development Bank with a view to replicating this training in French-speaking African countries. The ILO has signed a memorandum of understanding with the University of Pretoria to host the first GAIN Training Hub in Africa, in the Faculty of Economic and Management Science.



Participants of the GAIN training course in Pretoria, South Africa.

14



► Country	Tunisia
► Budget	US\$3 million
► SDG targets	1.1, 2.3, 5.1, 8.3

► Duration	2018–20
► Funding source	Norway
► ILO policy outcomes	1, 4, 6

► Tunisia

Creating decent jobs through a value-chain approach

For several years now, Tunisia has been dealing with a high unemployment rate (15 per cent), particularly affecting women and youth. As a result, the Tunisian Government incorporated the promotion of global, sustainable, balanced and fair economic growth as a strategic component of its 2013 social contract and its Decent Work Country Programme for the period 2017–22 in order to foster the creation of local jobs, reduce regional inequalities and facilitate the gradual transition from the informal sector to the formal economy.

Through the Decent Work for Youth and Women (EDJEF) project, which aims to create decent jobs for youth by taking a value-chain development approach, the ILO has provided the Government and social partners with technical assistance to:

- Establish a regional process to foster the creation of jobs and businesses in sectors with high potential for decent job creation;
- Expand the range of services offered by national and local support and advice structures to help create local opportunities for decent jobs in the Governorates of Kairouan, Zaghouan, Manouba and Tunis;
- Support young men and men in four governorates to establish and consolidate their businesses.

The first two years of the EDJEF project have created strong momentum both at the national level and in the four regions covered by the project. In fact, by advocating for the involvement and active participation of central and regional actors, the EDJEF project has helped support the transition from the informal to the formal economy through the creation of small enterprises in innovative sectors that generate decent jobs (creative design, alternative tourism and clothing textiles).

► The EDJEF project gave me the chance to set up on my own. I have hired apprentices and am teaching mosaic art to preserve knowledge that is at risk of disappearing.

► Sinda Ben Hamadi.



Sinda Ben Hamadi – SYNDART project.

At the regional level, the project's achievements include the establishment and consolidation of 52 enterprises set up in these four regions and the creation of 149 direct jobs (and likely just as many indirect jobs) – 70 per cent of them for women – through a programme of training, skills development for youth and women, and personalized coaching.

Projects were selected on the basis of local needs assessments carried out in the four governorates and following the identification and analysis of potential value chains in order to develop a complete range of technical and financial support services to help youth and women set up their projects.

For the first time on an ILO project in Tunisia, the EDJEF project decided to join forces with microfinance organizations. A close partnership was established with ENDA Inter-Arabe,¹ which signed a contract to provide training, coaching, needs analysis, and business plan support; promote microcredit and savings; obtain the best rates from suppliers; and follow up with beneficiaries after the launch of their projects.

The mid-term review has been very positive, as the project has facilitated the creation of more decent jobs than expected with the first tranche of the funds allocated. The success of this first exercise has inspired other ILO Tunisia projects to focus on financial inclusion. As a result, the Overcoming Labour Market Challenges for Equitable Opportunities for Women in Tunisia (ETOFE) project and the Support for Rural Women's Entrepreneurship project have launched similar calls for tenders from microcredit organizations.

In addition, this method will ensure that beneficiaries are monitored by microfinance organizations after the project has ended. By becoming "clients" of ENDA, EDJEF project beneficiaries will receive careful and regular coaching that will help their projects to succeed.



Abir ben Marzouk, EDJEF Tunisia project beneficiary.

► The support I received from the EDJEF project was invaluable and enabled me to draw up a business plan and build my behavioural and networking skills so I can communicate effectively with clients and suppliers, as well as have access to material support for embroidery.

► Abir Ben Marzouk.



¹ ENDA Inter-Arabe is a development NGO that works to promote the entrepreneurship and the economic and social inclusion of youth and women from disadvantaged areas.

15



► Country	Tunisia	► Duration	02/2019–12/2019
► Budget	US\$434,958	► Funding source	Government of Tunisia and ILO RBTC
► SDG targets	4.4, 8.5, 8.8	► ILO policy outcomes	1

► Tunisia

Post-flood support programme

On 22 September 2018, the Tunisian Governorate of Nabeul experienced the heaviest rainfall since records began, according to the National Institute of Meteorology, leading to significant loss of human life and material damage. The Tunisian Government sought the support of the United Nations system to assess the damage and assist in the post-flooding recovery.

The ILO actively participated in the joint exercise launched by the United Nations system and headed the working group on livelihoods and social protection. A total of US\$297,000 was secured by the ILO from the Director-General's Regular Budget Technical Cooperation (RBTC) reserve to launch a programme to support the recovery in Nabeul. The programme steering committee prioritized two communes – Takelsa and Korbous – for ILO action. Some 400,000 Tunisian dinar (US\$138,626) was deployed by the Ministry of Local Affairs, while the vocational training structures of the Ministry of Agriculture co-financed the training and validation of learning of the fishers and women net menders.

The project's strategy includes:

- Ensuring a coordinated approach among public and private actors and fostering the involvement of civil society through the creation of a forum for dialogue;
- Constructing demonstrative sites and promoting local capabilities and resources;
- Building the capacities of different stakeholders and introducing innovative approaches;
- Providing technical and organizational support to aid in the development of local businesses;
- Achieving a visible and immediate impact on the living conditions of beneficiaries by taking concrete actions;
- Involving State services systematically in activities (e.g. planning, training, financing, official recognition) in order to strengthen Tunisian institutions.

In accordance with the Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205), the Nabeul recovery programme has the following objectives:

1. Strengthen the mechanism for dialogue, consultation and participatory planning.
2. Upgrade infrastructure and produced assets.
3. Offer learning opportunities through the use of employment-intensive on-site construction training and labour-based approaches.
4. Improve resilience by choosing appropriate technological alternatives.
5. Build the capacities of actors and partners in Nabeul.

The project achieved the following results in the commune of Takelsa:

- 15 roads laid with dry-jointed natural stone paving over a total surface area of 14,060 m²
- 1,200 men/day in direct employment, equivalent to 20 full-time posts
- 2,500 men/day in indirect employment (on-site training in cutting stone paving)

The achievements made in the commune of Korbous included the:

- Creation of a cooperative representing all fishers (70 members) and the construction of its premises;
- Organization of training sessions to improve fishing techniques, health and safety at work, and the skills of women net menders;
- Acquisition of personal protective equipment for fishers (GPS, adapted protection suits, first aid kits, and suchlike);
- Acquisition of equipment for improving product quality (ice chests for boats, fridge-freezers);
- Hiring of 200 men/day in direct employment (structural works, installation, insulation and finishing) and 15 men/day in indirect employment (digging, cutting the structure);
- Construction of a mechanized system for lifting boats and reducing the risk of accidents during handling;
- Implementation of a technical study with the assistance of technical services to build a harbour protection structure: an embankment dyke.

► The *naw* (storms) are our biggest enemy. That day, the 22 September, was unforgettable: we lost all our fishing nets and some fishers suffered shipwrecks because of the rough seas. On our return home, we did not even have enough to meet our families' needs.

Building a shelter is our ultimate goal so that we can protect our boats. Thanks to the ILO, this shelter is now being constructed, giving us somewhere to store our tools. There will also be a workspace for the women who mend the fishing nets, a boathouse to protect the sailboats, and an area for refreshments, which will provide a rental income to cover the operating and maintenance costs of the entire space.

► **Zohra Trabelsi**, fisher and net mender.



Zohra Trabelsi.



Construction of a road in the Takelsa commune.

16



► Country	United Republic of Tanzania	► Duration	18 months (2019/20)
► Budget	US\$1,103,305	► Funding source	Norway
► SDG targets	4.4, 8.9, 8.b, 12.b	► ILO policy outcomes	1

► United Republic of Tanzania

An apprenticeship programme brings benefits for the tourism sector

The Quality Apprenticeships Programme in Hospitality is based on the premise that skills development should be demand-driven. The programme provides an opportunity for employers to actively shape the skills and knowledge of future employees and enables previously unskilled youth to secure decent jobs in the hospitality sector while working with experts in the field.

The expanding tourism sector in the United Republic of Tanzania has great potential for employment creation, including for young people. At present, the industry is suffering a shortage of skilled and qualified local staff, leaving many tourism establishments to rely on foreign nationals. The apprenticeship programme aims to address this skills gap. A total of 57 hotels have participated in the programme on the mainland and the island of Zanzibar since its launch in 2014.

► I knew I wanted to become a chef when I saw the other chefs at work: they were so confident and worked very hard. This is not the kind of job someone does if they do not have the passion for it.

► Hawa Bakari, Sopa Lodges employee.

Hotel partners are pivotal to the success of the Apprenticeship Programme, as young apprentices spend 60 per cent of their two-year course training in the industry. Apprentices undertake training in various departments before specializing in one occupation in their second year. This on-the-job training not only enables apprentices to gain much-needed practical experience, but also allows hotel industry partners to develop the skills of their potential future employees. The Apprenticeship Programme has also made it possible for industry partners to forge partnerships with other stakeholders, such as training institutions and employers' and workers' organizations.

The Apprenticeship Programme enables hotels and resorts like Sopa Lodges to gain access to a growing pool of qualified workers, thereby reducing recruitment costs and time to hire. Hawa Bakari is a 22-year-old apprenticeship graduate who trained and now works at the Sopa Lodge in the famous Ngorongoro Crater national reserve in the United Republic of Tanzania. Her experience clearly demonstrates that apprenticeships improve staff retention and loyalty. Apprenticeship graduates are more employable, according to Sopa Lodges' training manager Tazim Ramji, because of their professional and practical skills and knowledge.

Ms Ramji believes that the Apprenticeship Programme can benefit the country's tourism sector. "I would definitely encourage all resorts and hotels to take on apprentices, provided that they are willing to train them. They should not be perceived to be free labour."

For Hawa the opportunity to train under Ms Ramji has changed the trajectory of her life. From the moment Hawa began her training in Sopa Lodges' kitchens, she knew she belonged there. Hawa impressed her supervisor and the resort's management and was offered full employment right after graduating from the programme. Like many of her fellow apprentices, Hawa seized the opportunity for

an apprenticeship because she had been unable to attend university due to a lack of funding. Moreover, following the death of her father, Hawa had been left with the responsibility of supporting her critically ill mother and three younger siblings.

Now, more than a year into her job as a line chef, Hawa is convinced that her life has changed for the better: “I am taking care of my family. I can afford medication for my mother and I can help my siblings.” She has also managed to save some of her monthly wages and plans to start working towards her dream of becoming an entrepreneur. “I want to be known, to make a name for myself in the food service industry”, she says. Hawa dreams of opening a café in Arusha and is happy to say that she has enough saved to purchase her first espresso machine. She believes that the training she received through the Apprenticeship Programme and her subsequent employment have given her the skills and confidence to make her dream a reality. “I now tell myself nothing is impossible, and I owe this to the ILO for supporting me. I do not know where my family and I would be if it were not for the Apprenticeship Programme.”

Ms Ramji remains focused on upskilling graduates of the programme, as Hawa and her peers continue to receive additional practical and soft-skills training support: “Our apprentices are valued resources and we need to continue investing in their growth for the future of our organization and the industry at large.”

► We hired apprentices like Hawa because we found them to be committed and focused. Our management is committed to training and then hiring apprentices that we have used our resources to train. Employment is subject to vacancies, but we take pride in knowing that whoever we release into the industry after training at Sopa will be considered a suitable person to take onboard.

► **Tazim Ramji**, Sopa Lodges’ training manager.



Hawa Bakari in her dream job.



17



► Country	United Republic of Tanzania	► Duration	03/2017–06/2021
► Budget	US\$250,013	► Funding source	Multi-Partner Trust Fund Office (UNDP)
► SDG targets	4.5, 8.3	► ILO policy outcomes	1

► United Republic of Tanzania

The Azimia Women's Group: Yes, we can!

What can business skills training, support and ongoing mentorship do for small-scale business owners in the United Republic of Tanzania? According to the 16 members of the Azimia Village Community Banking (VICOBA) Women's Group from Kakonko in Kigoma, they can do a lot. These women are beneficiaries of the United Nations Kigoma Joint Programme, which was launched in September 2017 to support women and youth, who are among the most economically disadvantaged groups in the United Republic of Tanzania. To date, five women's groups and seven youth-led groups have received financial and business development support through the programme.

The ILO leads the Joint Programme's component concerning access to finance and business development and it has successfully strengthened the capacities of 289 beneficiaries through its standardized Start and Improve Your Business (SIYB) and Expand Your Business (EYB) tools. The groups also received business grants totalling US\$98,337 for business investments, such as honey-processing machines and beehives, cassava-processing machines, land, and building materials for warehouse construction.

► There has been a huge increase in my green-vegetable-farming business. Joining the YWEE programme has taught me about bookkeeping, how to record costs and profits, and how to sell my product to more customers.

► Penina Gotta, group chair.

Prior to joining [the Youth and Women Economic Empowerment](#) (YWEE) programme, Azimia VICOBA functioned as a savings and credit group. In 2017, the group started working on a fish-farming project, which failed due to flooding and a lack of funding. Disappointed but determined, the women diversified into poultry farming while searching for funding for their fish-farming project. At this juncture, they were chosen by a local government body to apply to the YWEE selection process. Azimia VICOBA became one of 13 youth and women's groups to join the Kigoma Joint Programme which assisted them in starting and improving their businesses. Since receiving both business skills training and funding from the Joint Programme, the group has made strides in expanding its activities through mixed farming.

The group's biggest farming initiative is fish farming. With support from the YWEE project, the group was able to repopulate its pond with over 1,500 fish, which have now been breeding for 11 months. "At the moment, we have no way of counting how many fish are in the pond", says Adivela Tandika, 40, who is in charge of product sales. "We estimate that the number of fish has at least tripled to around 4,500." The group is now a fully operational supplier of fish to the local market, selling at 10,000 Tanzanian shillings (about US\$4) per fish. Since receiving bookkeeping and business skills training, the women are better equipped to calculate revenues and profit. "It costs us 22,000 shillings per month to feed the fish", says group accountant Betty John, 57. "We also pay about 100,000 shillings per month for three security guards to protect our two pond plots at night."

The Azimia Women's Group also has a poultry-farming business which produces chickens and eggs; the income from egg sales is often used to buy fish feed. The group has finished building its agricultural

food-processing facility and offices and has invested in the purchase of a maize-processing machine. “We looked around our village and saw that members of our community have to travel long distances to other towns to clean and process their grain”, says group chair Penina Gota, 45. “We want to provide this service to our community; eventually we also want to buy, process and package maize for sale at our facility.”

The group has received additional funding from the United Nations Development Programme (UNDP) to restore another fish pond and construct a security fence around their ponds. They have also used the funds to purchase fish-drying equipment and build storage space. This additional funding came as a result of the group’s disciplined use of the initial grant support and its convincing business case.

Apart from being members of the Azimia Women’s Group, the 16 members each run their own smallholding businesses, which they say have grown thanks to the training they received from the YWEE programme. Mother-of-four Betty John says her poultry-farming business has grown from strength to strength since she joined the YWEE programme. She and her husband now have more resources to be able to send their children to secondary school and university. They now have more than 150 chickens from the initial 20 they had before she joined the project.

Looking to the future, the members of the Azimia Women’s Group are optimistic about expanding their mixed-farming business into a fully-fledged small-scale farming and processing enterprise. What they lacked in knowledge, skills and resources has largely been rectified through the YWEE programme. More importantly, the women’s tenacity and their ability to work as a team have allowed them to lay firm foundations for their future success.

“This programme has transformed our lives. We were clueless about running a business before; now, we are on the path to running our own agricultural business”, says Adivela Tandika.

► The training I have received has made me a better farmer. I had no idea how to treat and vaccinate my chickens before the training I received from the programme trainers.

► Betty John, group accountant.



Members of the Azimia VICOBA Women’s Group.

18



► Country	Zambia
► Budget	US\$803,762
► SDG targets	4.4, 8.2

► Duration	03/2019–10/2020
► Funding source	Sweden (SIDA)
► ILO policy outcomes	1, 5

► **Zambia**

Skills development for the renewable energy sector a public-private partnership approach

Access to affordable, reliable and sustainable energy is one of the principal drivers of social and economic development, resulting in better living conditions and access to new employment opportunities and enterprise development. However, only 31 per cent of the Zambian population has access to electricity (67 per cent in urban areas and just 4 per cent in rural areas).

In the Zambian Government's Seventh National Development Plan (2016–21), renewable energy and energy efficiency are defined as priority areas because they can contribute significantly to economic growth, energy security, environmental protection and climate change mitigation. Although the Government is committed to diversifying and expanding its sources of energy, and reducing its reliance on hydropower, its efforts have been hindered by a skills shortage in renewable and energy-efficient technologies. Locally available skills are critical to ensuring the smooth transition and diversification of the energy mix, while contributing to economic growth, decent jobs and opportunities for enterprise development with renewable-energy- and energy-efficiency-based value chains.

The Kafue Gorge Regional Training Centre (KGRTC) has been working to build the capacities of hydropower professionals and engage with the private sector, and has the potential to become a key player in skills development in renewable energy and energy-efficient technologies. In addition, the Training Centre has a comparative advantage in building knowledge of energy efficiency, especially in areas of the energy sector such as metering, grid optimization, smart grids and energy audits. A stronger partnership with the private sector has the potential to enhance the Training Centre's institutional capacity-building by increasing its outreach, impact, diversification, good governance and financial sustainability.

In this context, the Skills for the Renewable Energy Sector (SkiDRES) project utilizes the public-private development partnership (PPDP) approach to enable the private sector to collaborate effectively with the Training Centre and contribute sustainably to economic and environmental development. This, in turn, will help develop the demand- and supply-side of renewable and energy-efficient technologies. It will also provide a model for financial sustainability and replication within other training institutions and help promote inclusive green growth and development in Zambia.

The SkiDRES project has achieved the following results:

- Three memorandums of understanding have been signed with the Kafue Gorge Regional Training Centre, Metrum Sweden and Africa GreenCo. Strategic collaborations have also been facilitated with the Southern African Development Community (SADC) Centre for Renewable Energy and Energy Efficiency. These partnerships have enabled renewable energy and energy efficiency training and capacity-building to be provided to power utilities, water utilities, public institutions and engineering consultants.
- The Training Centre strengthened its potential to become a regional centre of excellence in renewable energy and energy efficiency training and capacity-building.
- The PPDP skills-development approach has proven to be a sustainable and cost-effective way of contributing to industry skills-building and the growth and expansion of the renewable energy and energy efficiency sectors. Private-sector partners have contributed up to US\$52,000 in air travel and equipment purchase and installation, as well as expertise to develop and deliver the training during the pilot project.

The PPDP approach is based on sustainability. The final months of the SkiDRES project will be used to share lessons learned with relevant public and private skills-development institutions. This will contribute to the creation of a model to enhance the capacities of training institutions even after this pilot project has ended. A follow-up project (phase II) is likely to be regional in nature, covering Zambia and the surrounding subregion for greater impact.



► We are as pleased as Siemens with the mix and level of engineering skills of the training participants that KGRTC brought together for this course. The partnership between Siemens and KGRTC is a win-win business case, and we can easily see how these training courses could help to further enhance renewable energy development in Zambia.

► **Training facilitator**, Kafue Gorge Regional Training Centre (KGRTC).

► The training on gas turbine technology and green fuels has been an eye-opener.

► **Student**, Kafue Gorge Regional Training Centre.



Staff at Kafue Gorge Regional Training Centre (KGRTC) in a lecturer room.

19



► Country	Zimbabwe
► Budget	US\$1 million
► SDG targets	4.3, 8.3

► Duration	2017–20
► Funding source	Sweden
► ILO policy outcomes	4

► Zimbabwe

The Simuka-Phakama Green enterPRIZE Innovation Challenge

Decades of economic recession in Zimbabwe have led to a major shift away from waged employment to informal economic activities. Small and medium-sized enterprises (SMEs) have suffered due to a deteriorated business environment, and the recession has severely impeded the growth and sustainability of SMEs across all economic sectors.

The [Simuka-Phakama Green enterPRIZE Innovation Challenge](#) is a component of the Green enterPRIZE Innovation and Development project, a national business competition whose objective is to identify growth-oriented SMEs across different economic sectors that are interested in tapping the potential of a greener economy. Through the competition, emerging and established SMEs benefit from a 12-month business development programme supported by business development services providers and financial institutions to enable them to expand their green products and services. Business development services include business management training, mentorship programmes, coaching, consulting services and technological support to boost innovation.

Over the years, the Simuka-Phakama Green enterPRIZE Innovation Challenge has become a platform for green enterprise innovation and development, with the aim of empowering Zimbabwean businesses and citizens, particularly women and youth, to drive the creation of green and decent jobs. To date, 410 applications have been submitted for the three competitions launched, 45 per cent of them from women. Among the winners, 249 entrepreneurs have participated in training activities and 78 SMEs have received financial and non-financial services.


► Participation in the Green enterPRIZE Innovation Challenge in 2018 offered me the opportunity to move away from traditional tools that use coal-generated power sources to pneumatic tools that are powered by solar panels. I currently employ five people at any given time and I am looking to grow the size of my team in order to meet growing demand.

► **Edson Makiyi Power**, Perked Investments (Pvt) Ltd, second prize, Best Green Business 2018.

The first round of the Innovation Challenge concluded with 27 SMEs gaining access to financial and business development services. Among the companies that benefited from the programme were:

- Consolidated waste management initiatives, such as Helen's Refuse Collection Services and the Zimbabwe Sunshine Group;
- Start-ups in the agribusiness, recycling and manufacturing sectors, such as Alley Capital Group, Vital Recycling, Shift Organic Technologies and Tamba Washables;
- Renewable energy businesses, such as [GreenTEC Energy](#) (biogas), Solar Sun (solar energy products) and MoneyMart Finance (solar solutions linked to microfinancing services);
- Businesses across different economic sectors managed by entrepreneurs with disabilities, such as Nuspsectt Garden and Poultry Products (NGPP), Oleans Waste Management, Lift Paraffin & Floor Polish Project, and Succeed Engineering. In 2019, two other editions of the business competition, implemented in the northern and southern regions of Zimbabwe, resulted in 51 additional companies being selected to receive financial and business development services in 2020. This decentralized approach facilitated:
- A more inclusive process that reached the entire country and enabled the participation of marginalized communities in Beitbridge, Hwange, Lupane, Gokwe, Plumtree, Chiredzi, Bikita, Insiza, Bulilima, and Umzingwane;
- The identification of small rural companies in the agribusiness and waste management sectors, where more women are present;
- An increase in the number of businesses managed by youth aged 19 to 25 years;
- The greater involvement of new organizations based in the southern region – often “left behind” – including district-level government offices and innovation hubs that will enhance the provision of customized services for SMEs;
- The creation of a network of judges and mentors who contribute to the process with their rich experiences and business linkages, thus aiding SME development and the promotion of a better business environment in Zimbabwe.

Research shows that the winners of these business plan competitions experience higher business survival rates, higher profits and sales, and higher employment. The business competition modality and the strategy of targeting both start-ups and established firms in order to stimulate green products, services and business processes, are derived from the experience of the ILO in running business competitions for growth-oriented enterprises across Africa. The strategy can easily be replicated in other countries and regions.

 **Alley Capital Group (Pvt) Ltd** is a smart agriculture company offering crop protection services using innovative precision-drone systems. In addition to cutting farmers' production costs, the initiative contributes to climate action by reducing the volumes of agrochemicals released into the environment. The technology also eliminates human exposure to chemicals, thereby promoting human health. “The quick deployment aspect of the drone technology is our nation's best chance in the fight against outbreaks, such as of army-worm, which require a rapid response in order to protect our crops and promote national and continental food security.” As a result of the Green enterPRIZE business development programme, Alley Capital Group is now a member of the [Africa Goes Digital](#) network.

- **Piwai Chikasha and Takudzwa Chipadza**, Alley Capital Group, first prize, Best Young Entrepreneur 2018.

► When a person with a disability works with excellence, disability disappears.

► **Timothy Mudarikwa**, NGPP, first prize, Best Entrepreneur with Disabilities 2018.

► When you use cloth diapers, you are not only saving the environment by reducing waste in our landfills and the number of trees cut down. As a green-oriented parent, you are also saving financially.” Cloth diapers have passed the Standards Association of Zimbabwe (SAZ) laboratory compliance tests.

► **Elizabeth Nyamuda**, Tamba Washables, first prize, Best Green Business 2018.



The MoneyMart Finance team

Success Stories

Protecting people

20



► Country	Zimbabwe
► Budget	US\$3,271,813
► SDG targets	4.3, 8.3

► Duration	2017–20
► Funding source	AfDB
► ILO policy outcomes	4, 5, 6

► Zimbabwe

Improved market access through BDS training

The town of Mutoko is situated about 150 km from Harare, the capital city of Zimbabwe. Rural farmers in Mutoko and the surrounding areas face serious difficulties in gaining access to markets to sell their produce. They are constrained by poor road networks, high transportation costs, limited market information, insufficient business skills, and the lack of an organization to provide them with the bargaining power they require to interact on equal terms with buyers and other market intermediaries. “We have no say over the price: even though we know it is very low, there is no room to negotiate. At least we get something to sustain ourselves”, said 22-year-old farmer Prosper Chawarerwa.

“We sell our tomatoes to intermediaries at the Mbare Musika vegetable market in Harare and whatever remains unsold is thrown away because it is too costly to transport it back”, said farmer Prosper Chawarerwa as he and his brother were watering and weeding a healthy crop of tomatoes.



Community awareness-raising among farmers on the new social security benefits package.

Markets for agriculture products are becoming more complex and demand for high-value products is growing, opening up new opportunities for rural farmers to diversify their income and complement their traditional markets. In this context, the African Development Bank (AfDB) funded the [Youth and Women Empowerment Project](#), which is being implemented by the ILO in partnership with the Government of Zimbabwe, to establish “anchor enterprises” in order to add value to agricultural produce, connect rural farmers to markets and ensure that their produce meets market standards. The project also aims to support capacity-building for rural producers, with some 204 producers having received business management and financial literacy training. This training has reduced the unequal distribution of power between producers and buyers, enabling small producers to negotiate better prices for their produce. “With this training I am now able to calculate the cost of producing my crops and know what price to request at market”, said Mable Shamba, speaking after attending training in Mutoko District.

Through this intervention, farmers have found new opportunities to access markets and negotiate better prices. With better access to domestic and international markets, small producers can sell more vegetables and grow better quality produce to satisfy international markets, thereby leading to higher prices and income. This, in turn, encourages farmers to invest in their own businesses and increase the quantity, quality and diversity of the goods they produce.



Financial literacy training in Mutoko, Zimbabwe.

21



► Country	Côte d'Ivoire, Ethiopia, Ghana, Kenya, Senegal)
► Budget	€3 million
► SDG targets	8.3

► Duration	2015–19
► Funding source	Agence Française de Développement
► ILO policy outcomes	4, 5

► Côte d'Ivoire, Ethiopia, Ghana, Kenya, Senegal Microinsurance saves the day for cocoa farmers in Côte d'Ivoire

This [project in Côte d'Ivoire](#) is part of a larger programme entitled “Strengthening the Role of Financial Institutions for Microinsurance Development in Africa”, which covers five African countries (see box above). An ILO partnership with a major cocoa buyer and an insurance company saved the day for a family of cocoa farmers. Their story shows how microinsurance can make a difference for some of the most vulnerable people.

The ILO Impact Insurance Facility partnered with Barry Callebaut, a leading manufacturer of chocolate and cocoa products, and the pan-African insurance company SUNU Group to offer small cocoa farmers affordable life insurance and productivity loans as a package. The loans provide farmers with access to the agricultural equipment and inputs they need, as well as training, a savings account, a mobile wallet and peer-coaching. It was through this kind of financial services package that Kan Joel N'Guessan's father had obtained insurance. The ILO provided ongoing technical assistance to identify and develop an innovative microinsurance solution hand-in-hand with an alternative distribution channel – in this case, Barry Callebaut and cocoa marketing cooperatives – and an insurance company. A behavioural and change management approach was applied in both companies to enhance their willingness to innovate and serve a new market.

As a result, a life insurance product for cocoa farmers was launched in Côte d'Ivoire for the first time. Besides Barry Callebaut, other distribution channels, such as [Advans](#) and savings and credit cooperatives (COOPEC), are now offering a life insurance product bundled with a productive loan.

Based on this experience, the ILO is now supporting the Ivorian Ministry of Employment and Social Protection to extend universal health coverage to the rural population, including smallholder cocoa farmers. The experience of serving rural markets through innovation will be replicated to increase the number of enrolments to the new national insurance scheme.

“N'Guessan's story clearly illustrates how insurance can make a huge difference, particularly for the most vulnerable”, said Craig Churchill, head of the ILO Impact Insurance team. “Huge progress has been made in recent years, with more than half a billion low-income people estimated to have access to some form of insurance. We hope to keep up this momentum.”

When his father fell ill, Ivorian cocoa farmer Kan Joel N'Guessan thought he would lose just about everything for which he and his family had worked. The medical bills piled up. He borrowed money from a neighbour, but when his father passed away a few months later, he was saddled with further bills for the funeral. Unable to repay the loan, he was on the verge of giving up part of his cocoa plantation when he received some good news: his father had taken out life insurance – through the cocoa farmers' cooperative – which would cover the debts and leave some money left over for household expenses. Staff from the cooperative gave him the information he needed and helped him to make a claim and get the money quickly.

Cocoa farmers face many risks. Ninety per cent of the 900,000 cocoa farmers in Côte d'Ivoire are smallholders who own less than five hectares of land and have limited access to formal financial services. Their income is highly dependent on factors such as climate change and fluctuating prices. Their livelihoods are also vulnerable to everyday risks such as illness or the death of a family member. Insurance helps to mitigate these risks.



Kan Joel N'Guessan, cocoa farmer, Divo, Côte d'Ivoire.

22



► Country	Côte d'Ivoire, Togo, Madagascar, Burkina Faso, Tunisia
► Budget	€3.2 million
► SDG targets	8.8, 10.4, 16.6

► Duration	10/2016–12/2020
► Funding source	France
► ILO policy outcomes	6, 7

► Côte d'Ivoire, Togo, Madagascar, Burkina Faso, Tunisia Improving labour governance in micro, small and medium-sized enterprises

The GOVERNANCE project aims to promote the respect and observance of fundamental principles and rights at work and of occupational health and safety in micro, small and medium-sized enterprises (MSMEs), including in the informal economy. To this end, it works closely with public institutions and tripartite constituents.

The project's activities are focused on two or three specific sectors for each country,¹ with the construction and public works sector the common denominator in the five countries covered. These sectors were identified on the basis of rapid country assessments. Detailed analyses were then performed to identify any obstacles preventing the application of rules concerning fundamental principles and rights at work and occupational health and safety by MSMEs, including those in the informal sector. These detailed analyses were shared at the tripartite level and served as the basis for formulating multi-year strategic action plans and operational action plans for labour inspectorates. Support programmes for the implementation of operational action plans were then developed in the two focus countries – Côte d'Ivoire and Togo – and in Burkina Faso, with the support of Expertise France (the French agency for international technical cooperation), and with an emphasis on the capacity-building of labour inspectors. The mobilization of resources for labour inspectorates was also supported, including by highlighting their contribution to national objectives through their multi-year strategic plans. Public campaigns on fundamental principles and rights at work and on occupational health and safety in priority sectors – being run by campaign committees involving social partners and labour inspectors – have been launched, and the intervention capacities of social partners in MSMEs, including in the informal economy, have been strengthened.

► The project has enabled every labour inspectorate to map out the allies and partners that can support them in meeting their objectives. It has also made it possible to equip labour inspectorates with work tools, such as the very useful form for labour inspector interventions in the informal economy, the resource mobilization strategy, and the public campaign on fundamental principles and rights at work and occupational health and safety, and has facilitated the finalization of the new collective agreement for the construction industry.

► **Loking Kondo**, Deputy Director-General of Labour in Togo.

¹ In Côte d'Ivoire, joinery and hair and beauty; in Togo, hardware stores and extractive industries.

These actions have led to the following:

- Adoption at the ministerial level of multi-year strategic intervention plans for labour inspections in the sectors selected in the two focus countries – Côte d'Ivoire and Togo – and in Burkina Faso.
- Training of labour inspectors in how to take appropriate action in informal MSMEs in the specified sectors. In the two focus countries plus Burkina Faso, a total of 73 focal points were trained who, in turn, trained 433 labour inspectors and occupational physicians.¹
- Provision of training materials to focal points and distribution among inspectors of tools adapted to operations in the informal sector (guidelines on labour inspections in the informal economy² and inspection forms that reference the characteristics of informal economic units).
- Deployment of labour inspectors into MSMEs in the chosen sectors: in Côte d'Ivoire, visits to 180 MSMEs in the hair and beauty sector; in Togo, visits to 104 MSMEs in the construction industry, 45 in the hardware-store sector, and 12 in the extractive industries.
- Development of a resource mobilization strategy in Togo and the carrying out of advocacy work, which led to the State providing 10 million CFA francs in 2019 to support inspections in the informal sector.
- Formulation of communications strategies on occupational health and safety and fundamental principles and rights at work in the focus countries, and finalization of a construction industry film supervised by the relevant campaign committee.
- Recognition of the informal economy in collective agreements for construction companies, including in relation to subcontractors and day labourers (Togo, 2019).

► The GOVERNANCE project helped break down the barriers between us, stakeholders in the joinery sector, and labour inspectors. We have a closer relationship now; there is no more mistrust on our side and we work together much like partners. The project has also enabled us to be in closer contact with the National Social Insurance Fund and to apply for new services that are offered by the Fund for our social security as own-account workers.

After the training sessions, we became aware of our bad practices and the risks to which we were being exposed. We now know that wood dusts are damaging to our health and that having a tidy workshop can help to prevent accidents. Our practices have changed a lot. For instance, to limit dust, we have got into the habit of hosing down the workshop every morning before we start working; we use nose guards, safety footwear and gloves much more often; we give every worker an hour's break at lunch; and we no longer use child labour like we used to when we were unaware of the law.

- The Yopougon Woodwork Artisans Group, Côte d'Ivoire.

1 Côte d'Ivoire: 26 focal points and 126 labour inspectors and occupational physicians trained on preventing occupational risks and improving working conditions in the construction industry. Togo: 17 focal points and 111 inspectors trained. Burkina Faso: 30 focal points and 196 inspectors trained.

2 Launched as part of the PAMODEC/ADMITRA projects, financed by France, and monitored and finalized within the framework of the GOVERNANCE project, with the support of LABADMIN/OSH.

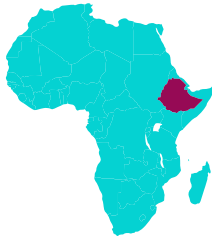
Several factors have promoted national ownership and thus the sustainability of the results achieved, such as:

- The creation of a group of national focal points to provide training for labour inspectors and occupational physicians in their country;
- The institutionalization, via adoption at the ministerial level, of multi-year strategic plans for labour inspectorates, thereby providing for a structured approach focused on qualitative results in terms of workplace compliance;
- The development of synergies with other multi-year projects and the sharing of experiences:
 - The Operational Action Plan of the Integrated National Strategy on the Transition to the Formal Economy 2020–24 of Côte d'Ivoire (supported by the ILO APERP project) includes, among its areas of activity, support for the deployment of labour inspectors into construction-sector SMEs.
 - An experience-sharing session on the practices and results already achieved, including those of the GOVERNANCE project, was held in the context of a subregional forum on transitioning to the formal economy and promoting decent work (Lomé, 2019), and attended by the five countries involved in the project, plus Morocco and Mauritania.



Workers on a construction site, Côte d'Ivoire.

23



► Country	Ethiopia	► Duration	01/2015–02/2019
► Budget	€5 million	► Funding source	European Union
► SDG targets	8.8, 10.7	► ILO policy outcomes	1, 4, 9

► Ethiopia

Empowering returned migrants

[Ethiopia is one of Africa's major labour-supplying countries](#). According to estimates by the Ministry of Foreign Affairs, more than 2 million Ethiopians live abroad. It is believed that around 60 to 70 per cent of Ethiopians migrating to the Middle East are irregular migrants. Countries such as Saudi Arabia have begun deporting irregular Ethiopian migrants as part of the “Saudization” of the Saudi Arabian labour market, aimed at creating job opportunities for young unemployed Saudis and regularizing the labour market. Between November 2013 and March 2014, more than 163,000 Ethiopian migrants were forcibly repatriated. Subsequently, in the context of the Saudi Government’s March 2017 “Nation Free of Violators” campaign targeting irregular migrant workers, around 260,000 Ethiopians returned voluntarily to their home country. Although most of these returnees had lived in Saudi Arabia for several years, they returned empty-handed, having used most of their earnings for consumption and remittances. As a result, their socio-economic situation was worse than it had been before they migrated. Many returnees suffered from severe medical conditions, such as physical and psychological trauma; psychiatric illness due to gender-based violence; and respiratory illnesses, including pneumonia. While the Government of Ethiopia provided adequate post-arrival emergency assistance in response to the influx of migrants returning from Saudi Arabia, the socio-economic reintegration of these returnees still remained a challenge.

Some results

Returnees and local vulnerable community members have acquired knowledge on technical and/or financial skills and/or business development services (BDS) by the end of the project: 19,278

Returnees and local vulnerable community members have received entrepreneurship, motivational and financial and managerial training: 13,755

► Thanks to the support I got from the ILO and the Government, I feel very prosperous as I am able to provide for my children. I have also been lucky in being able to support others by creating employment for two people to work with me in my café. My dream for the near future is to open a restaurant.

► **Ayelech Tilahun**, former domestic worker in Saudi Arabia.



Ayelech Tilahun at work in her café.

Against this backdrop, the ILO and its tripartite partners developed an innovative model for the sustainable reintegration of returning migrants which went far beyond the traditional approach of repatriation support plus short-term grants. In collaboration with the Ministry of Labour and Social Affairs, the ILO provided individualized and rights-based reintegration assistance to returnees, particularly vulnerable women and girls. The various forms of assistance for returnees were geared towards their full recovery and successful economic and social reintegration. The project's overall objective was to improve labour migration governance in Ethiopia and efficiently and effectively assist returned migrant workers to access productive employment and decent work through a holistic and coherent economic and social empowerment approach.

The project was implemented in three migrant-prone regions in Ethiopia, namely the regions of Oromia, Amhara and Tigray, and in 21 woredas (districts). The project's approach was a completely new one in Ethiopia, meaning that most service providers had little experience in providing the required support to returnees. Consequently, the project focused on the systematic capacity-building of service providers so as to enable them to provide effective and efficient services to returnees and to strengthen the country's reintegration system.

The project established a policy framework for the reintegration of returnees in Ethiopia by supporting the Government to formulate and disseminate a directive on reintegration. The directive, endorsed by ministers in September 2018, serves as a legal document to strengthen the use of common methods and approaches in the reintegration of returnees at the national level.

► I would not be where I am today if not for the grace of God, the ILO and the Government's support.

► **Tarikwa Tekle**, former domestic worker in Saudi Arabia and now the proud owner of an internet café.



Tarikwa Tekle in her internet café.

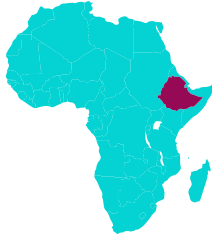
The project's four main areas of intervention and achievements are as follows:

- **Psychosocial support:** A significant number of migrant workers in the Middle East face undue hardships and abuse, including low or withheld wages, poor working and living conditions, the virtual absence of social protection, denial of freedom of association and workers' rights, discrimination and xenophobia, and social exclusion. As a result, many migrants return home with different forms of psychosocial problems, which, when coupled with sudden deportation without their belongings and savings, makes them very vulnerable. In collaboration with local NGO Agar Ethiopia, the project provided psychosocial support services for 2,962 returnees – 2,141 female, 821 male – including by providing shelter, food and sanitary supplies, and medical, health and counselling services.
- **Awareness-raising:** As part of efforts to increase returnee's knowledge and awareness of local opportunities, motivate returnees to engage in livelihood opportunities, combat stigma and discrimination, and discourage irregular migration, the ILO engaged in various awareness-raising programmes, reaching approximately 2 million people.
- **Economic empowerment:** Various support services are needed to enable migrant returnees to engage in income-generation activities. These include access to training, administrative support, technical support, financial support, and business development support services. Under the project, returnees received training in life skills, financial literacy, entrepreneurship and vocational skills. Returnees wishing to start their own businesses benefited from business development support services and easier access to finance; others were supported through job placements. A total of 9,200 returnees engaged in income-generation activities: 4,633 were supported through waged employment, while 4,567 pursued business development. Some 375 technical and vocational education and training (TVET) teachers and experts benefited from train-the-trainer instruction on entrepreneurship training; in turn, they trained 13,755 returnees. In close collaboration with three regional TVET offices, the ILO standardized ten short-term vocational training modules¹ and trained 12,280 returnees. The project established a dedicated matching loan fund to provide loans to returnees, as a result of which 3,215 returnees gained access to finance, including 1,137 returnees affiliated with savings and credit cooperatives. In partnership with the private sector, the project also developed a user-friendly mobile application called "SIRA" – meaning "employment" in Amharic – to link returnees and other jobseekers in Ethiopia with potential employers. As of February 2020, 235 jobs have been matched through this app.
- **Institutional development:** The project sought to build national capacity to manage returnees' reintegration. It supported a number of training courses, train-the-trainer sessions, study tours and workshops, with the aim of strengthening the capacities of key stakeholders to deal with various technical issues and improving coordination among relevant actors to provide more effective support for the socio-economic reintegration of returnees.

The project was implemented through government structures and in synergy with existing government programmes, thereby optimizing the use of resources while simultaneously strengthening the capacities of partners, ensuring sustainability and promoting national ownership. The project strengthened the capacities of government structures at the federal, regional, municipal and *woreda* levels to provide effective socio-economic reintegration support to returnees. The reintegration directive serves as a regulatory framework for defining the roles and responsibilities of the different stakeholders involved in reintegration. At the regional level, the project has created a multidisciplinary working dynamic that brings various government offices together to work collectively on reintegrating returnees.

¹ Training modules on poultry farming, beekeeping, fattening of animals, dairy production, metalwork, block production/construction, food preparation, horticulture, woodwork, sewing and textiles.

24



► Country	Ethiopia
► Budget	US\$549,675
► SDG targets	8.5, 10.2

► Duration	2015–19
► Funding source	UNPRPD Fund
► ILO policy outcomes	Cross-cutting

► Ethiopia

Promoting the social inclusion of persons with disabilities

This project, implemented within the framework of the United Nations Partnership to Promote the Rights of Persons with Disabilities (UNPRPD), and in collaboration with selected national and regional government institutions, organizations of persons with disabilities and CSOs, sought to achieve the following five objectives:

1. Strengthen the capacity of public institutions to improve the delivery of services to persons with disabilities;
2. Enhance disability rights and inclusion by improving community awareness;
3. Build the capacity of TVET institutions to improve access to skills training for persons with disabilities;
4. Strengthen the capacity of public and private organizations to improve access to employment opportunities for persons with disabilities;
5. Enhance the capacity of national human rights institutions to monitor compliance with the Convention on the Rights of Persons with Disabilities and provide effective remedy to persons with disabilities in case of rights violations.

Lidya Argaw is a project coordinator at the Ethiopian Centre for Disability and Development (ECDD). She attended the ILO Disability Equality Training given to the Centre's inclusion facilitators.

► The training provided by the UNPRPD team has enhanced my knowledge and skills in promoting disability rights and inclusion in the ECDD's activities. The ECDD colleagues who took the training with me are also engaged in raising disability awareness and promoting inclusion in the Southern Regional State by working with TVET staff, labour and social affairs offices, microfinance institutions, and health departments.

► Lidya Argaw.



Lidya Argaw, a beneficiary from ILO training on disability inclusion, project coordinator, Ethiopian Centre for Disability and Development.

The project was implemented under the “Delivering as one” banner, with the ILO Country Office in Addis Ababa and the United Nations Office of the United Nations High Commissioner for Human Rights (OHCHR) Regional Office for East Africa playing a coordinating role. The project has contributed to enhancing the capacity of government ministries and organizations of persons with disabilities to implement the Convention on the Rights of Persons with Disabilities and national policies and laws on disability rights and inclusion. It has also contributed to greater public awareness of the rights of persons with disabilities, in partnership with organizations of persons with disabilities, the media and relevant government institutions. The project has effectively raised the awareness and improved the disability-inclusion practices of TVET institutions, government agencies engaged in youth-employment promotion, and employers’ and workers’ organizations. Training and advice on disability rights and inclusion strategies were key instruments for capacity-building alongside media awareness-raising and events.

The project has enabled nine university graduates with disabilities, including six women, to join the world of work. Two persons (one woman, one man) with hearing and visual impairment obtained a permanent job after a three-month internship supported by the UNPRPD project. The project also organized a one-day disability-awareness training course for human resource managers at Hawassa Industrial Park, after which one of the participating companies, Hela Clothing (a garment export company), hired four women with disabilities. The initiative was so successful that Hela Clothing subsequently requested that the Ethiopian Centre for Disability and Development send more jobseekers with disabilities its way. The company currently employs 20 persons with disabilities, including 18 women. Hela Clothing’s management team has taken part in the project’s Disability Equality Training and established a positive working environment for persons with disabilities at its Hawassa Industrial Park premises. The company has taken additional steps to promote inclusion, such as training its HR manager in sign language and providing disability-inclusion training for company supervisors and department heads. Through strong partnership and coordination with the project, Hela Clothing was given the 2019 Employers’ Award by the Ethiopian Business and Disability Network in an event organized by the Ethiopian Centre for Disability and Development.

The Ethiopian Government has established a dedicated directorate within the Ministry of Labour and Social Affairs to implement the Convention on the Rights of Persons with Disabilities and the National Plan of Action for Disability Inclusion, thereby increasing the likelihood that the project’s results will be long-lasting. Previously, all issues related to disability at work had been handled by a single officer at the Ministry. The fact that disability has been included in the Ethiopian Five-Year National Development Plan, along with the legal obligation of all ministries to mainstream disability into their work and report to the parliament, will further contribute to the project’s longevity.

My centre has signed a memorandum of understanding with the Ethiopian Federal TVET Agency on a joint plan for skills provision and implementation through a cost-sharing approach. We have also started providing sign-language training to TVET staff, and the project has been vital in helping us to forge successful partnerships with TVET institutions in Ethiopia.

► **Melaku Tekle**, executive director, Ethiopian Centre for Disability and Development.



Melaku Tekle, a beneficiary from ILO training on disability inclusion, executive director, Ethiopian Centre for Disability and Development.

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► Country	Mozambique
► Budget	US\$1,669,249
► SDG targets	1.3, 3.8

► Duration	07/2019
► Funding source	Embassies of Ireland, Sweden and the Netherlands; UK DFID
► ILO policy outcomes	3

► Mozambique

Advocacy to increase budgetary allocations for social protection programmes

Evidence-based advocacy activities targeting key decision-makers and stakeholders play a central role in ensuring an adequate level of political commitment to, and social support for, social protection. Since 2012, the ILO has been supporting the organization and institutionalization of the Mozambican Government's annual [Social Protection Week](#). The Week constitutes a coordinated effort to assemble different donors, increase awareness of the importance of social protection policies and interventions, and foster debate on the challenges faced in the social protection space. It brings together a number of donors who also provide technical expertise and make financial contributions towards the promotion of a social protection floor in Mozambique.

Coordinated by the Ministry of Gender, Children and Social Action, the Social Protection Week is also aimed at promoting policies on basic social protection for the poorest and most vulnerable populations, as well as raising awareness among Mozambican citizens of its role in promoting assistance, solidarity and social responsibility.

Components	Public debate and sharing of best practices	Influence on decision making	Provision of information	Provision of Basic Social Services	Raising awareness
Activities	<ul style="list-style-type: none"> National Conference on Basic Social Protection Thematic panels Launch of key documents and studies 	<ul style="list-style-type: none"> Parliamentarian visits to programme beneficiaries Training for political parties Presentation of the Social Protection Budget Brief 	<ul style="list-style-type: none"> Capacity building for journalists and journalism competition Interviews given to television, radio and written press 	<ul style="list-style-type: none"> Social Action Fair 	<ul style="list-style-type: none"> Launch of audio-visual materials Sports activities
Target audience	Employees from MGCAS/INAS, MISAU and MINEDH; NGOs; United Nations agencies; donors and universities	Political and financial decision makers (Parliamentarians, Ministry of Economy and Finance, political parties); donors and development partners	Journalists and media	Citizens (beneficiaries and potential beneficiaries of Basic Social Protection Programmes)	General public

Components of Social Protection Week.

The ILO Office in Maputo has been supporting the Social Protection Week since it was established by the Ministry in 2012. Since the approval of the first and second National Strategies for Basic Social Protection, covering the period 2010–14 and 2016–24 respectively – both of which were drafted with ILO support – the debate around social protection has gained momentum in Mozambique. The ILO has contributed to Social Protection Week in a number of areas:

- **Fiscal Space:** Mozambique has increased its social protection spending from 0.2 per cent of GDP in 2012 to 0.7 per cent in 2019. Social Protection Week represents an opportune moment to publicize this fact, since it contributed to the ultimate goal of raising domestic resources for the funding of basic (non-contributory) social protection programmes.
- **Journalists:** The ILO, together with the Mozambican Civil Society Platform for Social Protection (PSCM-PS), facilitates the attendance of journalists (two per province) who have been receiving continuous training in social protection by the ILO since 2015. Their participation in Social Protection Week provides an ideal platform for media coverage and debate about social protection topics. In partnership with the PSCM-PS, the ILO supports a Journalist Gala to reward journalists that have produced the best pieces of information about social protection in Mozambique.
- **Parliamentarians and decision-makers** to garner support for social protection reforms among policymakers and parliamentarians, it is important to expand their knowledge of social protection as a sound investment. For the past seven years, the ILO and UNICEF have produced [Social Action Budget Briefs](#), which provide a succinct analysis of the sector budget and increase transparency of the public instruments used for budgeting, planning and social policy. These briefs are launched by the ILO during Social Protection Week at an event for parliamentarians and other decision-makers, which is followed by a field visit where they can interact directly with beneficiaries of social protection programmes. Engaging with parliamentarians is key to ensuring that the national budget includes adequate allocation for social protection, which increased from 0.6 per cent of the State budget in 2010 to 2 per cent in 2018.

“ I have been participating in Social Protection Week since 2014 and I feel like I have evolved as a journalist. On the first contact, I had no idea what social protection was. I considered it to be a theme which did not deserve my attention as a journalist, and I feel I have evolved regarding those concepts. It has raised my awareness of social protection. First, we have the training stage, where we update our knowledge of the policies being implemented, and the sector’s gains and challenges, and we also have this contact with the beneficiaries. During Social Protection Week, we are able to gather a lot of information and, on the other hand, we have our sources. The Week has enabled us to talk with those responsible for social protection policies and programmes. This provides us with the necessary basis to continue our work beyond Social Protection Week. The competition is very important, because we tend to do better work in order to be acknowledged.

► **A journalist.**



- **Political parties:** Since 2018, the ILO and the PSCM-PS have been conducting social protection training for political parties and organizing field visits to meet beneficiaries of basic social protection programmes. The aim is to foster debate among political parties and to promote the inclusion of social protection measures in electoral manifestos. In 2018, 30 members of 26 political parties received training and visited beneficiaries of the Basic Social Allowance Programme in the District of Marracuene.
- **Mozambican citizens:** It is important to involve the wider society in the debate around social protection. To address this challenge, the ILO organized – in partnership with the PSCM-PS and the Ministry of Gender, Children and Social Action – a cycling tour of Maputo, under the slogan “Cycling for inclusive and fair social protection”, during the Social Protection Week in 2017; a Beach Football tournament for social inclusion in 2018; and a wheelchair competition in 2019.
- **Social Action Fair:** This initiative brings social services closer to beneficiaries in remote and isolated areas. During the Social Action Fair, everyone has free access to information on basic social services and government programmes, in particular social assistance, health and education programmes; counselling and legal advice; financial inclusion through the attribution of a tax identification number; birth registration and civil identification; and primary healthcare and social health services.
- **National Conference:** In 2014, the Ministry of Gender, Children and Social Action organized the first National Conference on Basic Social Protection in Mozambique to highlight the importance of social protection as a tool to fight poverty, promote inclusion and empower poor and vulnerable communities. The conference is now held biennially and brings together more than 300 participants.

The Social Protection Week serves as a means of bringing different donors together and as a platform for sharing knowledge and good practices in the area of design and implementation, both in Mozambique and internationally. This has contributed to increased funding for social protection programmes and addressing the specific challenges faced by the most vulnerable persons in Mozambique. The experience has inspired other countries, which are now hosting similar Social Protection Weeks and investing in the creation of a social protection culture.



Participants of the wheelchair competition.

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► Country	Sierra Leone
► Budget	US\$1.5 million
► SDG targets	2.3, 5.a, 8.5

► Duration	01/2019–06/2020
► Funding source	Peacebuilding Fund
► ILO policy outcomes	1, 5

► Sierra Leone

Fostering women's access to resources, land tenure rights and empowerment

Since the end of the civil war in 2002, Sierra Leone has made strides towards consolidating peace and security and rebuilding its economy. However, these achievements have not been sufficiently translated into the equal distribution of development dividends for all, particularly women. While women account for 70 per cent of the agricultural workforce, some 90 per cent of agricultural land is managed under customary law, meaning that land ownership rights are exerted by male family heads. Even when women have access to land, they may not have access to business skills, cooperative membership or financial services. Women are therefore often deprived of productive assets, finance and human capital.

The Peacebuilding Fund project seeks to achieve two key outcomes:

1. Reduce land-related disputes, combat discriminatory practices regarding rural women's access to and ownership of land and other productive assets, and increase women's decision-making at all levels.
2. Empower women to increase their agricultural economic opportunities and develop women-led cooperative businesses.

The project is jointly implemented by the FAO and the ILO in close cooperation with government ministries, traditional leaders and civil society organizations, including the Sierra Leone Labour Congress. The FAO is in charge of the first outcome above, while the ILO is responsible for the second; both agencies target the same beneficiaries. About 40 per cent of the total budget is being delivered through local civil society organizations who carry out awareness-raising on women's land rights and roll out various ILO training packages.

The ILO and its partners have delivered the [GET Ahead for Women in Enterprise](#) training package to 200 farmers – 80 per cent of them women – in eight communities. These farmers had earlier received livelihood support from the FAO in the form of planting materials, tools and crops for farming. Upon completion of the training, which lasted four weeks, participants in all eight communities formed self-help groups for the purpose of doing business together. Some have started village savings and loan groups. One such group is Manteyirra – meaning “resist idleness” in the local Temne language – which was set up in Mapaki, Bombali District. The group operates a village savings and loan scheme and keeps its funds in a metal box.

In Selenga, Bo District, GET Ahead participants have formed and registered the Nyanigbeh Women's Agricultural Cooperative. (In the local Mende dialect, *nyanigbeh* means “chase poverty away”.) The idea came into being after the women had completed the GET Ahead training and members had agreed to hold weekly meetings to start a group business. The group has since embarked upon vegetable farming, animal husbandry and producing cassava flour or *garri*.

Most of the farmers who participated in the GET Ahead training were illiterate. The training was provided in the local languages, and CSO partners made extensive use of local songs, games and traditional folklore. Posters, pictures and local material were used as training aids so that most participants were able to become familiar with the topics quickly. Those who were unable to read and write are now able to use objects like stones and sticks for record-keeping. Beneficiaries' business knowledge and skills have improved, hence their growing interest in entrepreneurship.

The Peacebuilding Fund project could be replicated in other rural districts of Sierra Leone. It has significant potential for upscaling, particularly in the areas of coaching, developing farming cooperatives and creating linkages with service providers.



Nyanigbeh Women's Cooperative members in Selenga, Bo District, Sierra Leone.

27



► Country	Somalia	► Duration	2018–23
► Budget	US\$7.4 million	► Funding source	Multi-Partner Trust Fund Office (UNDP)
► SDG targets	1.1, 8.5	► ILO policy outcomes	1

► Somalia

Improved access to basic services in Somalia

Through this project, the ILO has improved the technical competencies of local government staff and promoted the adaptation of labour-based technologies by districts and contractors for the delivery of infrastructure services. This has resulted in decent working conditions and employment creation through infrastructure projects.

One of the roads rehabilitated through the project branches off the Gaalkacyo main tarmac road and passes in front of the Awale stadium. The previously rough and muddy road has been upgraded to a 785-metre tarmac road with roadside drainage. From Awale stadium the road passes through the Darawish commercial area, with its many hotels and commercial buildings, and rejoins the main road in front of Gaalkacyo General Hospital. The project provided employment opportunities for 543 persons, of whom 30 per cent were women and 54 per cent were youth.

The project sought to address the following development challenges:

- Limited local government capacity to deliver infrastructure services
- Lack of immediate employment opportunities
- Limited access to social and economic amenities
- Loss of income for businesses due to poor accessibility

The project seeks to improve local governance and access to service delivery, enhance the capacities of local governments, and establish systems and structures to deliver quality services that comply with the principles of good governance, namely transparency, accountability and participation.

This will contribute to the achievement of the following three outcomes:

1. Policy, legal and regulatory frameworks on local governance are finalized
2. Local governments have the capacity to deliver equitable and sustainable services and promote economic development and peace
3. Local governments demonstrate improved engagement of citizens, with an emphasis on women and marginalized groups

On completion of the Awale stadium road-tarmacking project in Gaalkacyo, Mr Hassan, who frequently comes to Awale stadium to watch football matches, said:

► The stadium's youth community is happy and thankful to the project sponsors, as the road to our stadium is now smooth and clean. In the past, it would be dusty and muddy during rainy season. This road and other improvement initiatives inside the stadium will surely increase our engagement in sports activities and our enjoyment at the stadium. It will also prevent youth from joining armed groups in the area.

The roads built by the project have not only improved access for the target communities but also increased sales and incomes for businesses located along the roads. Short-term jobs were also created during the rehabilitation of the infrastructure through labour-based technologies.

The capacities of technical staff in local governments have been strengthened, notably in the areas of planning, design, implementation and monitoring of infrastructure, and in the procurement of works, thereby ensuring accountable and transparent procurement practices.

Within the post-conflict context of the country, the adoption of labour-based technologies has contributed to their institutionalization at the national level. This provides an opportunity for promoting the use of these technologies in infrastructure development and rehabilitation, thereby contributing to employment and economic recovery. This experience can be replicated in similar post-conflict/recovery environments. Officials from Somalia have participated in international forums where they have shared their experiences of improvements in local government.

My name is Ahmed Gire Omar, and I am one of the workers of the Kebarco contracting company. I worked on the road project, which passes in front of Awale stadium. We were a group of many workers working in gravel and bitumen construction. We earned livelihoods for our families and benefited a lot from this project. We would like to thank the Kebarco contractor, implementing agencies and the Puntland state government. We achieved a lot from this project.

My restaurant benefited a lot after the paving of this road. I am now getting more clients, as the environment is clean and there is comfortable and safe parking for my clients. Previously, the business suffered very much from the dirty road, especially in the rainy season. I am hopeful this business improvement will continue for us and we thank the local government for bringing this project to our neighbourhood.

► **Aisha**, owner of a restaurant facing the road in the Darawish commercial area.



The completed Awale stadium tarmacked road in Gaalkacyo.

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► Country	Southern Africa (SADC region)
► Budget	US\$252,550
► SDG targets	1.3, 8.8, 10.7

► Duration	2018/19
► Funding source	European Union
► ILO policy outcomes	6, 7, 8, 9

► Southern Africa (SADC region)

Cross-border portability of social protection benefits

Migrant workers often lack social security coverage in their host countries because they are generally recruited and employed in an informal manner, they are not registered by the competent authorities (including national social security agencies), and their remuneration is largely through direct payments. With limited coverage and access to social protection, migrant workers face employment-related risks. In the agricultural sector, for example, employment and contractual arrangements range from permanent formal jobs to more informal forms of work, including temporary, casual and seasonal labour. Informal and rural employment in agriculture, forestry, fishing, mining and domestic work are sectors traditionally occupied by migrants in Southern Africa.

In the agricultural sector, employment is driven by the agricultural seasonal calendar, with more work concentrated at the height of the season. Migrant workers in this sector face high levels of labour insecurity, low and fluctuating wages, poor working conditions, and a lack of access to the employment and social security benefits available to formal workers.



SADC ministers responsible for employment and labour and social partners adopting guidelines on the portability of social security benefits.

In this context, the project sought to:

1. operationalize the SADC Framework on the Portability of Accrued Social Security Benefits within the Region, which was adopted by SADC ministers responsible for employment and labour and their social partners in May 2016;
2. implement the commitment made by SADC ministers and social partners in March 2018 to work towards greater coordination, harmonization and integration between social protection systems in the region, recognize international standards on migrants and on the portability of social security benefits, and extend social protection to non-citizens.

During their annual meeting in Dar es Salaam on 5 March 2020, SADC ministers responsible for employment and labour and their social partners:

- Adopted the SADC Guidelines on the Portability of Social Security Benefits;
- Urged Member States to take account of the Guidelines in bilateral and multilateral cooperation agreements on social security;
- Noted that SADC Member States Eswatini, Lesotho, Malawi, South Africa and Zimbabwe had volunteered to pilot implementation of the Guidelines.

Although the adopted Guidelines are non-binding, their implementation by SADC Member States will help facilitate the development of a binding instrument addressing the portability of social security benefits, following the elaboration of the [SADC Protocol on Employment and Labour](#).

As intra-African migration continues to increase, mostly at the level of regional economic communities, the adoption and implementation of the Guidelines are important milestones towards the extension of social protection to migrant workers and their families in the SADC region. This example therefore has significant potential for replication in other regional economic communities in Africa.

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► Country	Zambia	► Duration	09/2017–12/2020
► Budget	US\$150,437	► Funding source	Government of Finland
► SDG targets	1.3, 3.8	► ILO policy outcomes	5, 6, 8

► Zambia

Social protection for informal and rural workers

In Zambia, the majority of people working in the informal sector are classified as the “working poor”: they earn low and irregular incomes, have limited or no access to social security (pensions, employment injury protection and health insurance), and are not covered by labour legislation. A significant proportion of the country’s labour force is self-employed, largely in small-scale and subsistence agriculture, which are often vulnerable businesses. Almost 60 per cent of all informal economy workers live in households with a per capita income of less than US\$1.90 per day, and they spend a much larger share of their household income on food, in particular in rural areas.

The Zambian National Pension Scheme Authority (NAPSA) was originally established to provide formal economy workers with income security. It currently provides pensions and invalidity and survivors’ benefits to formal sector employees in line with the relevant qualifying conditions. Pensions are paid to registered members who have reached the age of 55 and have made a minimum of 180 months of contributions. Invalidity benefits are paid to members who can no longer work due to a work-related injury. Survivors’ benefits are paid to a member’s registered surviving spouse, children and dependants. These benefits enable members and their spouses, children and registered dependants to lead dignified lives, as they are able to continue meeting their daily basic needs.

NAPSA has recently expanded its outreach to provide social security coverage to informal economy workers through the Extension of Coverage to the Informal Sector project. This project initially focuses on five sectors: domestic workers, bus and taxi drivers, saw millers, marketers and traders, and small-scale farmers and rural agricultural workers. A second project, entitled Social Protection for Informal and Rural Economy Workers, or SPIREWORK, was launched in September 2017 with the aim of analysing the contributory capacity and overall level of interest of informal workers (primarily small-scale farmers) in social security. In partnership with the Finnish Institute for Health and Welfare, the ILO has been providing technical support for the implementation of SPIREWORK, the overall aim of which is to ensure that adequate social protection coverage is extended to informal and rural economy workers in Zambia. This has been achieved by strengthening the institutional capacities of NAPSA and supporting ongoing social security reforms aimed at developing contributory social protection in Zambia.

► I am happy with this programme as pregnant mothers in my village will not have to worry about a lack of income when they are unable to work as a result of giving birth. We have been told that, as part of the maternity cover, registered women members will receive an income for 3.5 months during maternity leave.

► Agness Mutenda Munkonze, farmer from Monze, Southern Province.

The project designed a social security prototype benefits package for small-scale farmers, comprising long-term benefits (pensions, invalidity and survivors' benefits) and short-term benefits (maternity, family funeral, weather-index insurance, and access to financial services). With the support of the ILO, NAPSA developed the Informal Sector Membership Regulation, statutory instrument No. 72 of 2019, and launched a pilot exercise to test the target group's responsiveness to the benefit prototype. The pilot focused on the Dairy Association of Zambia, formed by small-scale dairy farmers in the Southern Province. The first phase of the pilot included sensitizing and registering members through milk collection centres in each target area of Southern Province. The next phase involves the collection of contributions from registered farmers. The lessons learned during the pilot will help shape the strategy for extending social security coverage to the informal sector at the national level.

The project is based on strong partnerships with the Zambian Government, through the Ministry of Labour and Social Security, and the private sector for the provision of short-term benefits. The following results were achieved during the first pilot exercise:

- A total of 81 small-scale farmers registered for NAPSA membership following the sensitization campaign.
- Memorandums of understanding were signed between NAPSA and two intermediaries, the Dairy Association of Zambia and Alliance Ginneries, constituting strategic milestones that will determine formal working relationships and clearly define the roles and responsibilities of all parties.
- A draft statutory instrument was developed by NAPSA to enable it to collect contributions and pay out benefits when they are due.



Community awareness-raising among farmers on the new social security benefits package.

The project supports ongoing reforms in Zambia aimed at establishing sustainable contributory social protection systems. Despite having a relatively short implementation period (2.5 years), the project's outputs and outcomes will have a long-term impact as a result of enabling NAPSA and its partners to extend coverage and outreach to all Zambian citizens who are employed or self-employed in the informal economy. Embedding the SPIREWORK project within the Extension of Coverage to the Informal Sector project – NAPSA's flagship programme to broaden coverage to include informal workers nationwide – further strengthens the potential for sustainability. Moreover, extending coverage to informal economy workers is one of the key strategic objectives set forth in NAPSA's strategic plan for the period 2018 to 2021. The project is also aligned with the poverty and vulnerability reduction pillar of the Zambian Government's [Seventh National Development Plan](#).

“ I never thought such benefits could be brought to us as farmers. Being able to contribute a small fee each month or an annual lump sum to protect my wife and children in case of death is very comforting. I have registered and I am willing to start making my contributions in January 2020.

► **Paul Matambo**, farmer from Magoye, Southern Province.



A female farmer excited about the social security benefits package.

Success Stories

Promoting dialogue

30



► Country	Cabo Verde
► Budget	US\$1,769,845
► SDG targets	4.4, 8.3

► Duration	2017–20
► Funding source	Luxembourg
► ILO policy outcomes	1, 4, 6

► Cabo Verde

Expansion and formalization of an auto repair garage

This project takes a demand-based approach, which includes analysing the project ideas of business start-ups in order to combat the premature failure of small and medium-sized enterprises (SMEs). The “Jov@Emprego” (Youth@Work) programme seeks to go beyond traditional SME support services, which usually consist in providing them with financial and non-financial services, by opening innovative worksites and establishing an empowering capacity-building scheme, which covers:

1. Young people’s rights and duties at work through better awareness of the provisions governing labour relationships;
2. Life skills, namely the improvement of social and behavioural skills such as communication, teamwork, proactiveness and service orientation;
3. Basic occupational health and safety concepts by creating optimum and adequate working conditions to minimize the risk of accidents or occupational diseases;
4. Optimized products and services through better quality, more efficient work organization, task redistribution and better customer service.



Training in electromechanics, in Ribeira Brava (island of S. Nicolau).

The scheme provided tailored support to an enterprise located on São Nicolau island. It was here that four young trained mechanics decided, with support from the ILO project, to join forces and set up a small enterprise to offer auto repair services. The foursome's small auto repair shop, Auto de Reparações Lopes, has grown and now has 11 employees. It also has a professional, efficient and modern administrative management system. The enterprise has placed particular emphasis on customer support, hard work and professionalism – which is certain to attract new customers.

Technical changes, the recruitment of additional staff and the expansion of the garage area helped to increase productivity and boost revenues by more than 25 per cent between 2018 and 2019. The Jov@Emprego programme also supported the garage in the formalization process of joining the country's special regime for micro and small enterprises. Under this regime, all the garage's employees are covered by the national social protection system and benefit from insurance against accidents at work.

The enterprise has the physical conditions (facilities) to deal with the increase in its customer base and to recruit more young people with technical qualifications. In an effort to provide support and build a solid foundation for sustainability, the Jov@Emprego programme established a partnership with the garage so that it could open its premises up to 18 young people who will receive electro-mechanical training in 2020.

With an average age of 22, we received technical training through the Jov@Emprego project on:

Developing a corporate culture;

Creating and managing micro and small enterprises (SIYB)

Using idea-generation techniques.

In addition to this technical support scheme, courses provided by the ILO on value-chain development, microfinance and financial literacy have enabled us to better assess enterprise-creation opportunities and benefit from a bank loan to reduce the garage's operating costs through equipment investments.



Apprentices that completed the certificate on electromechanical training, in Ribeira Brava (island of S. Nicolau).

31



► Country	ECOWAS region
► Budget	US\$95,000
► SDG targets	8.7, 8.8, 16.3

► Duration	2015–19
► Funding source	European Union
► ILO policy outcomes	2, 8 (and all others indirectly)

► ECOWAS region

Minimum standards for the harmonization of labour law

Over the past two decades, the Economic Community of West African States (ECOWAS) region has enjoyed high rates of economic growth – with some countries approaching double-digit percentage growth – driven by high global demand for commodities, the main source of revenue for West Africa. However, while export commodities such as oil, mining and cash crops have grown significantly, other sectors in West Africa have remained sluggish due to an unsuitable business environment, low productivity and high production costs. Overall, the labour-force participation rate has remained stagnant, whereas the West African working age population has increased by an average annual regional rate of 2.7 per cent. As a result, combined unemployment and underemployment rates range on average well above 50 per cent in the region, with even higher rates for youth, women and rural populations.

The key challenges of stagnant labour markets and high underemployment rates in the ECOWAS region are compounded by the rise of informalization in these economies and growing decent work deficits. The majority of jobs and livelihoods are precarious, unprotected and poorly paid, and real wages are continuing to fall. This worsening jobs crisis has triggered feelings of despair and a sense of alienation in the population, particularly among young people; over time, it may undermine social cohesion, stability and security in the region. The crisis has also encouraged irregular migration, as West African youth migrate by any means necessary in search of an income, often falling victim to multiple forms of exploitation along the way.

The ILO has consistently supported Member States and the Commission of the Economic Community of West African States (ECOWAS Commission) to establish policy frameworks conducive to the development of decent work in an integrated ECOWAS region. Examples include the 2009 ECOWAS Labour and Employment Policy and its Strategic Action Plan, which called for the harmonization of labour laws and the regional integration of decent work standards. This objective remains a challenging and comprehensive undertaking, given the heterogeneity of labour laws in ECOWAS Member States and the different legal traditions from which they originate.

In response to this legislative challenge, the ECOWAS Commission, supported by the ILO, has developed the Directive on Minimum Standards towards the Harmonization of Labour Laws in the ECOWAS Region. This Directive was developed through a process of tripartite consultations at the national and regional levels and on the basis of a 2016 study of labour laws in the ECOWAS region. This study concluded that labour laws were highly heterogeneous and often insufficient to ensure decent working conditions for all workers. The study's findings and the draft directive emanating therefrom were presented at two subregional technical review meetings held in Lomé, Togo, in September 2016 and in Cotonou, Benin, in November 2016. The draft directive was reviewed and approved at the 2017 ECOWAS Tripartite Social Dialogue Forum in Guinea, with the proviso that national tripartite and pilot consultations should be held on the draft directive before finalizing the text. These consultations were undertaken between 2018 and 2019, and the directive was approved at the ECOWAS Tripartite Social Dialogue Forum in July 2019 in Abuja, Nigeria.

Harmonizing labour legislation throughout the ECOWAS region is a comprehensive undertaking. To achieve the desired effect, such efforts must be complemented by sensitization, capacity-building and social dialogue to ensure that labour legislation is properly implemented and enforced. The recently approved ECOWAS Regional Decent Work Programme, developed with the support of the European Union-funded "Support to Free Movement of Persons and Migration in West Africa" project, will provide a time-bound framework for supporting these endeavours.

32



► Country	Egypt
► Budget	US\$250,000
► SDG targets	8.8, 10.4, 16.6

► Duration	2018/19
► Funding source	Norway
► ILO policy outcomes	4, 5, 7, 8

► Egypt

Egyptian factories meet their goals and targets

Thirty factories in Egypt participated in Sustaining Competitive and Responsible Enterprises (SCORE), a ILO global programme that aims to improve productivity and working conditions in small and medium-sized enterprises (SMEs) by providing training and advice on key topics such as workplace cooperation, clean production and quality assurance. The SCORE training programme contains five core modules, and managers and employees are trained together to improve workplace cooperation and generate shared benefits. The programme combines practical classroom-based training with on-site consultancy by industry experts. These follow-up consultations are a unique element of the training methodology, since they ensure that the training is put into practice in the workplace.

A SCORE pilot programme was launched in Egypt in 2018 through the ILO Egypt Youth Employment project, following a sector-selection study that identified the high-growth and job-creation potential of the chemical and engineering sectors in the Governorates of Al-Qalyubiyah and Al-Minufiyah. The ILO collaborated with the [Federation of Egyptian Industries](#) and the Egyptian Chambers of Engineering and Chemical Industries to identify which SMEs would benefit most from the training. The ILO also teamed up with the Industrial Modernization Centre and the Investors' Associations in the cities of Sadat and Obour in order to reach out to targeted SMEs and promote the use of the SCORE programme. The SCORE training-of-trainers course was delivered in April 2018 to 13 qualified persons with diverse professional backgrounds in human resources, quality management and clean production. The programme successfully completed the target training in 30 SMEs, including 18 engineering and 12 chemical companies.

The Egypt Youth Employment project supported 250 workers and employees and, through the creation of factory development and improvement teams, transferred SCORE-related expertise to a total of 3,246 workers and managers. Ninety per cent of the participating 30 enterprises reported cost savings and 80 per cent noticed a reduction in workers' complaints. In addition, more than half of the companies saw an increase in their productivity and a decrease in labour turnover.

The SCORE programme has immensely improved the working environment in participating enterprises. For example, 80 per cent of participating companies have made an effort to develop facilities for workers and ensure that standards of cleanliness and sanitation are maintained. This development is as a direct result of SCORE's emphasis on the relationship between worker satisfaction and productivity. Similarly, 70 per cent of enterprises now have a transparent mechanism for workers' complaints and suggestions.

Upon the conclusion of the SCORE programme, 90 per cent of participating enterprises reported cost savings, 57 per cent saw an increase in their productivity and 83 per cent registered a decrease in the percentage of defective products. Moreover, 80 per cent of companies received fewer workers' complaints, while 57 per cent saw a reduction in absenteeism. At present, all participating enterprises have noticeboards for communication between management and workers, enabling them to deliver important information in a clear and timely manner. Some 93 per cent now hold daily meetings between workers and management. The programme has also created 40 new job opportunities across the participating enterprises.

Another step forward has been the adoption of the 5S tool¹ by 93 per cent of participating enterprises, compared to just 13 per cent prior to the training. As for quality control, there has been a significant increase in the use of inspection and analytical systems to understand the causes of quality deficiencies, and more of the enterprises are now applying a standardized quality control approach.

One of the 30 enterprises involved in the SCORE programme was Al Safa Craft Wire. Set up in 2007 and now employing more than 30 employees and technicians, Al Safa had never had a human resources department, which had led to miscommunication between management and workers. “Workers in our factory faced many problems – like in most factories – that ended either with the worker’s dismissal or resignation. We had some ideas on how to resolve these problems, but we didn’t know how to apply them effectively in real life”, said Al Safa’s CEO, Mohamed El-Sayed.

After studying the factory’s problems and needs, the ILO implemented two SCORE modules: “Workplace cooperation: the foundation for business success” and “Workforce management for cooperation and business success”. The factory’s management team introduced a transparent scheme for employees’ performance appraisals and linked it to the reward and incentive system in the factory. As soon as these reforms were applied, labour turnover dropped to just 15 per cent. “When employees’ satisfaction with the work environment increased, their productivity increased by almost 70 per cent and the number of slip-ups decreased”, said El-Sayed. “After implementing the SCORE programme, there was a highly effective scientific method for addressing, containing and resolving problems.”

The impact of the SCORE training was also visible in a second enterprise, SHM Industries, which produces fuel tanks and employs 200 workers. SHM Industries’ workers applied the 5S system to create an organized and comfortable workplace. Using the 5S method led to an increase in productivity, a reduction in expenses and significant improvements in occupational safety. “By applying the 5S method, our work environment became more organized, which led to a lower rate of accidents and injuries. Fewer injuries meant fewer delays. The factory became more capable of meeting its delivery deadlines, which increased clients’ satisfaction”, said Khaled Youssef, manager of the company’s occupational safety, health and environment department.

Mohamed Samy, legal affairs manager at a third enterprise, Golden Fox Co., pointed out that the SCORE improvement team at his company transferred its knowledge to newly hired workers and technicians. Moreover, it had adopted the policy of organizing meetings between shifts to ensure “delivery and receipt” and enable smooth communication throughout the entire plant’s processes.



A workplace before the SCORE intervention...



...the same workplace after the SCORE intervention

1 5S stands for: Sort, Set in Order, Shine (clean up), Standardize, Sustain.

The implementation of the pilot programme in cooperation with the Federation of Egyptian Industries, the main employers' organization in Egypt, facilitated the testing of a business model to integrate the SCORE programme into the activities of the Federation's Business Development Centre. Through this Business Development Centre, the Federation will provide SCORE training as part of its services to all industrial sectors, thereby ensuring the programme's long-lasting impact.

The programme's success has motivated several national organizations, including the Egyptian Micro, Small, and Medium Enterprises Development Agency and the Industrial Modernization Centre within the Egyptian Ministry of Trade and Industry, to cooperate with the ILO to promote the SCORE programme's sustainability and scalability. Discussions are also under way with several international and local partners with regard to launching a possible second phase of the programme in order to learn from the lessons and experiences of the first phase and replicate the programme in other industrial sectors.

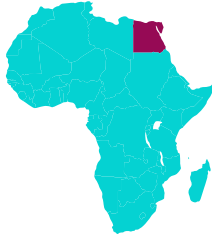


Using 5S to organize workplace.



A worker wearing protective gear.

33



► Country	Egypt
► Budget	US\$15,000
► SDG targets	8.7

► Duration	2018/19
► Funding source	Netherlands
► ILO policy outcomes	2, 8

► Egypt National coordination mechanism to end child labour

The Accelerating Action for the Elimination of Child Labour in Supply Chains in Africa regional project (ACCEL Africa), which is funded by the Netherlands, aims to combat child labour in the cotton supply chain. In Egypt, the project supports the Government in its implementation of the National Action Plan for Combating Child Labour and Supporting Families 2018–25.

Egypt launched the National Action Plan in July 2018 after a comprehensive development and validation process which brought together 17 national stakeholders, development partners, and employers' and workers' organizations, all of whom had agreed to join forces to help eliminate child labour and contribute to the achievement of ILO policy outcome 7 on adequate and effective protection at work for all, and Sustainable Development Goal 8, target 8.7, which aims to 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.

► Egyptian laws were developed in compliance with ratified international labour standards pertaining to child labour. To put conventions' provisions into practice, the Egyptian Government has, in collaboration with the ILO, launched the National Action Plan in order to coordinate national efforts to eliminate child labour.

We need to redouble and integrate these efforts to address the negative effects of child labour on society. The Ministry of Manpower is therefore working hard to complete the digitalization of labour inspections across Egypt.

► **Mohamed Sa'afan**, Minister of Manpower.



Back to school.

The ILO ACCEL Africa project assisted the Government of Egypt to establish a national steering committee to oversee the implementation of the NAP. The National Steering Committee's first meeting took place on 30 July 2019; it was co-chaired by the Minister of Manpower and the Director of the ILO Country Office Cairo and involved tripartite participation. It serves as a platform for determining annual national priority interventions and coordinating national stakeholders' actions to eliminate child labour.

The Committee was formally established by a decree, issued by the Minister of Manpower, setting out the Committee's mandate, the frequency of its meetings, and participating entities and organizations. The Committee has made the following two important decisions:

1. **Increased the minimum age for employment from 14 to 15 years:** in consultation with the ILO, in line with the Minimum Age Convention, 1973 (No. 138) and in accordance with the Egyptian Constitution, the Egyptian Government, represented by the Ministry of Manpower, decided to increase the minimum age for employment from 14 to 15 years of age. This will be reflected in the new labour code, which is under consideration by the Egyptian Parliament.
2. **Created a referral mechanism for the reporting of child labour:** the ILO ACCEL project, in cooperation with the World Food Programme, has developed a referral mechanism for reporting cases of child labour to the National Council of Childhood and Motherhood. This referral mechanism is currently in the trial phase.

Thanks to these coordinated efforts, supervised by the National Steering Committee, children in Egypt were able to work on their dreams, describing them on paper and expressing them in live and puppet theatre performances for the 2019 World Day against Child Labour, which was celebrated in Egypt under the slogan "Children should be working on their dreams, not in the fields".

In addition, the ACCEL Africa project has taken steps to support access to conditional cash transfer programmes, community schools, child protection committees and a child labour centre, and to facilitate a review of the child labour reporting section of the digitalized labour inspection system, which was developed in 2016 by the Ministry of Manpower with ILO support.



A session of the National Steering Committee.

34



► Country	Madagascar
► Budget	US\$52,000
► SDG targets	8.7

► Duration	2017–20
► Funding source	US Department of Labor
► ILO policy outcomes	2, 8

► Madagascar

Combating child labour in the vanilla-growing sector

Vocational training for victims of child labour in the vanilla sector in Bemanevika, a rural commune in the Sambava district of the Sava region of Madagascar is just one of the activities being provided through an ILO project entitled “[Supporting Sustainable and Child-Labour-Free Vanilla-Growing Communities in Sava](#)”, or “SAVABE”. Launched in 2017 in Sambava, the SAVABE project works in tandem with tripartite constituents and key players of the vanilla sector to eradicate child labour in the industry by establishing various local structures to combat child labour, improving household living conditions and providing vocational training for children subjected to or at risk of child labour in the vanilla sector.

In total, US\$52,000 was allocated to provide six months’ training for 60 children aged 14 to 17, including 20 girls, living in Bemanevika and the surrounding communes of the Sambava district. The Bemanevika training centre was established with the support of the Directorate of National Education, Technical Instruction and Vocational Training and the NGO Vanille Durable de Bemanevika (VDB), and welcomed its first intake of students in September 2019.

The SAVABE project, financed by the US Department of Labor, forms part of the implementation of the Decent Work Country Programme for Madagascar, particularly its second target, which is to improve labour productivity through the promotion of social dialogue, labour law and social security. Among other results, the project has intensified efforts to combat the worst forms of child labour and strengthened the application of decent work legislation. These results are in line with the work plan of the ILO Country Office for Madagascar, Comoros, Mauritius and Seychelles, in Antananarivo, for the 2018/19 biennium.



Pupils of the training centre in Bemanevika.

Faniria, 16, is one of the trainees who has completed a course on modern agricultural techniques at the training centre. She had been forced to drop out of school because her parents were in financial hardship and she needed to help them by working in the vanilla fields. After six months of training, she has gained knowledge in vanilla growing, market gardening, small-scale local gasy and broiler chicken farming, managing finances, and entrepreneurship, and has completed a course in civic education.

Rafidiarison Xavier, president of the Regional Committee to Combat Child Labour in Sava, welcomed the establishment of the training centre, the third in the region, because it contributes effectively to combating child labour. Indeed, the soaring price of vanilla has led many children to drop out of school to earn money from vanilla cultivation. The school enrolment rate has continued to fall in the Sava region, which has one of the lowest examination pass rates in the country (just 21.6 per cent for the certificate of lower secondary education, compared to the national average of 46 per cent). The SAVABE project must therefore find a way to reintegrate some of those early school leavers back into a formal system of education or vocational training. As part of its strategy, the project has set up a programme to promote the socio-professional reintegration of victims of child labour in the vanilla industry. The project plans to offer a short six-month vocational training programme to 450 children aged 14 to 17 at the three vocational training centres that have been set up as part of the project, including the one in Bemanevika, which has already welcomed 60 trainees in its first intake of students.

Thanks to the training provided, the students are now able to join the labour market, free from the worst forms of child labour, and set up their own smallholdings. Training modules were selected to reflect activity sectors where the market is still untapped or highly profitable, such as vanilla production, market gardening, short-cycle livestock breeding, masonry and metalwork. After six months of training, the students can further develop their knowledge and expertise on modules that suit their needs. When they leave the training centre, they are able to put their newfound skills into practice – and reintegrate into socio-professional life.

As a result of this pilot project, its partners are currently looking to expand the training centre's activities through a public-private partnership with a vanilla exporting company, which is developing the initiative with the centre's managers. Moreover, in order to ensure the centre's long-term future, the Regional Directorate of Education intends to recruit its employees as civil servants paid by the Malagasy State. Given the project's success, vanilla exporting companies are beginning to show an interest in investing in the vocational training sector. What is more, the Regional Directorate for Education is so convinced that this initiative could be a solution to the problem of school dropouts that it is planning to open two more of these training centres in the near future.

Following a visit to the Sava region by the Resident Coordinator of the United Nations system in May 2019, a joint project to tackle a sudden increase in juvenile delinquency was agreed by the ILO, UNICEF and the United Nations Population Fund. Bemanevika has been chosen as one of the project's target areas, and the Bemanevika training centre will therefore play a leading role in implementing the project.

► Now that I have finished my course, with all the skills I have learned, I am ready to start my own poultry farm.

► Faniria, during her school graduation in Bemanevika, 5 March 2020.



Faniria receiving her certificate of completion.

35



► Country	South Africa
► Budget	€1,324,367
► SDG targets	8.4, 8.b

► Duration	06/2017–06/2020
► Funding source	Government of Flanders
► ILO policy outcomes	4

► South Africa

Developing a social and solidarity economy

The levels of inequality, poverty and unemployment in South Africa are well documented: the country has one of the world's highest Gini coefficients (an income inequality measurement), an unemployment rate that exceeds 29 per cent, and its youth face a difficult transition from school to meaningful employment. At the community level, service delivery is insufficient and some municipalities struggle to meet financial and performance management indicators. Lastly, nearly half (49.2 per cent) of all South African adults live below the upper-bound poverty line of US\$75 per month.

In this context, in 2017 the South African Government's Economic Development Department, with support from the ILO and the Government of Flanders, embarked on the process of developing a social and solidarity economy. The Department, which is responsible for driving economic policy creation, recognized the need for a new development paradigm to catalyse social and economic growth simultaneously, and the social and solidarity economy was believed to be a candidate for such a policy. The Department therefore requested ILO assistance to develop a social economy policy for South Africa.

The ensuing ILO social and solidarity economy policy project reviewed national data and estimated that there were at least 255,000 social and solidarity economy organizations employing more than 1 million people in South Africa.

Policy processes begin with a position – or “green” – paper outlining the Government's views. The thematic areas to be covered in the draft green paper on the social economy were determined on the basis of consultations in 2018 and research papers commissioned by the project. A team of local and international specialists was then tasked with drafting the paper.



Consultations held in South African provinces to review the draft social economy green paper.

► **The social and solidarity economy is a concept designating enterprises and organizations, in particular cooperatives, mutual benefit societies, associations, foundations and social enterprises, which have the specific feature of producing goods, services and knowledge while pursuing both economic and social aims and fostering solidarity.**

► Definition adopted by the ILO Regional Conference entitled “The Social Economy – Africa's Response to the Global Crisis”, Johannesburg, October 2009.

The draft green paper was presented by the [Minister of Economic Development Ebrahim Patel](#) at a national consultation workshop attended by the Director-General of the ILO, Guy Ryder, held in Johannesburg in 2019. The green paper has since been reviewed at a number of workshops, and more than 760 South Africans across the country have provided comments and feedback.

The draft green paper recommends strengthening the ecosystem for social economy organizations and enterprises, developing a definition of social enterprises, introducing a “Buy Social” mark¹ to act as a catalyst for social procurement, and strengthening support for innovation through social economy incubators and tailored business development support.

The draft social economy green paper is currently being finalized and will be submitted to the Cabinet during the course of 2020. In response to recommendations made during the consultations, the Department is developing a web-based database of social economy organizations – the first of its kind in South Africa. Together with the International Training Centre of the ILO in Turin, Italy, a social economy training programme has been developed for provincial officials. A national social economy consultation is also currently being planned by the Economic Development Department.

The project includes an important research component to assess the size of the social economy in South Africa and ascertain its role in building a bridge between informality and formality. The research shows that social economy organizations are deeply rooted in their communities and that they do not rely on regulation and compliance for legitimacy. Indeed, 94 per cent of respondents (social economy entrepreneurs) stated that social trust was closely linked to their organisations’ success. This provides policymakers with important insight, since it demonstrates that policies that rely on regulations and bureaucratic systems to legitimize businesses are insufficient; instead, efforts should be made to strengthen networks of trust and confidence.

The social economy is an important means for realizing decent work, promoting sustainable enterprises and achieving the SDGs. It is also an instrument for building inclusive economies and bridging the divides between economic growth, social progress and environmental responsibility. With the South African Government’s strong commitment to developing an inclusive economy, and with the support of the ILO, South Africa is well placed to harness the benefits of a vibrant social economy.



Minister of Economic Development Ebrahim Patel introduces the green paper at a conference attended by the Director-General of the ILO, Guy Ryder.

¹ A label indicating that the product originates from a social economy organisation and that the profits go back into it, thereby creating a virtuous circle between impact and income.

36



► Country South Africa

► Budget US\$60.000

► SDG targets 4.4, 5.1–5.c

► Duration 2018/19

► Funding source ILO RBTC

► ILO policy outcomes 6

► South Africa

Gender equality and non-discrimination in the world of work

This initiative sought to address the social and economic marginalization of women in South Africa, which has one of the highest gender-based violence rates in the world. Addressing gender-based discrimination and the patriarchal attitudes that have marginalized women economically and socially therefore requires urgent action. The initiative targeted gender coordinators and male gender champions in the trade union movement in order to strengthen their ability to promote women's empowerment in the world of work and bring about attitudinal changes in the workplace, trade union structures and communities.

The approach adopted by the initiative can be illustrated by the experience of two South African trade unionists, Getty and Brenda, who are gender coordinators at the Congress of South African Trade Unions (COSATU) and the Federation of Unions of South Africa (FEDUSA) respectively. Their experience serves to show the impact of the technical support provided by the ILO in partnership with the Government, the constituents and locally based organizations. The ILO intervention sought to promote women's empowerment and gender equality in the trade union movement and promote the active involvement of South Africa in the drafting of a new ILO standard on violence and harassment in the world of work.

In preparation for deliberations on the new standard at the 2018 International Labour Conference, Brenda and Getty participated in a high-level national tripartite discussion forum hosted by the Government aimed at facilitating engagement and developing a common country position on the proposed standard. The forum also provided a platform for sensitizing and awareness-raising on gender-based violence and discrimination (including against the lesbian, gay, bisexual, transgender and intersex community) in a country where domestic violence and femicide are widespread.

After the high-level forum, Getty and Brenda attended the 107th Session of the ILC and participated actively in the Committee and its first discussions about a future ILO standard on ending violence and harassment in the world of work. Upon their return to South Africa, the two gender coordinators apprised their peers and the internal structures of their trade union federations of the proposed standard. With support from the ILO, a workshop was held to familiarize gender coordinators and male gender champions with the contentious issues debated at the 107th Session of the ILC. This workshop further strengthened Getty's and Brenda's capacity to prepare for and effectively engage in the final round of consultations at the 108th Session of the ILC, during which the Violence and Harassment Convention (No. 190) and its accompanying Recommendation (No. 206), 2019, were adopted. Shortly thereafter, the tripartite constituents participating in the National Labour and Development Council¹ endorsed the ratification by South Africa of the new instrument, and the ILO hosted a workshop for gender coordinators and male champions from the three labour federations on how to develop a national road map for ratification of Convention No. 190. This motivated the Government to initiate a process for the ratification of Convention No. 190. Moreover, the Government has declared its intention to develop a new code of good practice on the elimination of violence and harassment in the world of work. FEDUSA has also reviewed its gender policy and COSATU has revised its sexual harassment policy to ensure alignment with Convention No. 190.

The initiative has demonstrated great potential for replication and upscaling within South Africa through the training facilitated by the gender coordinators to national and provincial trade union structures. The increase in the number of male gender champions in these labour federations has also demonstrated immense potential for upscaling. In the spirit of South-South cooperation, the good practice generated by the initiative can and will be shared with trade union organizations throughout Southern Africa and beyond.



A session of the National Steering Committee.

On a personal level, my direct involvement in the deliberations held on Convention No. 190 has helped eliminate my fear of reading legal documents. I no longer shy away from reading legal documents. I have also acquired an appreciation of the strategic importance of ensuring the gender responsiveness of legal documents in the fight against gender inequality and discrimination. I have seen how my personal crusade within COSATU has contributed to the inclusion of 50:50 gender representation in the COSATU constitution. Today, the president of COSATU is a woman, her second deputy is a woman and so too is our treasurer.

► Getty.

¹ The National Development and Labour Council is a vehicle enabling the Government and labour, business and community organizations to cooperate, through problem-solving and negotiation, on economic, labour and development issues.



My journey saw me involved in various platforms of engagement on Convention No. 190; this has been a life-changing experience for me. My participation in the Standard-Setting Committee on Violence and Harassment in the World of Work has broadened my thinking and perspective. The capacity-building supported by the ILO through the Women's Leadership Development and Mentoring Programme and the regular training on gender mainstreaming for gender coordinators through workshops facilitated by the ILO, equipped me to engage effectively in the International Labour Conference deliberations held by the Standard-Setting Committee. The experience gained from being a part of a global platform to draft Convention No. 190 has helped to boost my confidence levels.

► **Brenda.**

37



► Country	Tunisia	► Duration	2018–20
► Budget	US\$3,865,000	► Funding source	Norway
► SDG targets	8.5, 16.6	► ILO policy outcomes	4, 7

► Tunisia

Implementing a quality management system for ANETI

In the spring of 2019, an employment office assessment carried out in four Tunisian Governorates – Kairouan, Zaghouan, Manouba and Tunis – and in the central offices of the Tunisian Agency for Employment and Independent Work (ANETI) identified the strengths and weaknesses in the country's public employment services. It also highlighted those services in which employment offices should invest to increase the satisfaction of their users (unemployed persons and companies).

Over the past few years, the Tunisian public employment services have been dealing with two major constraints:

- A difficult economic situation – or rather crisis – against a backdrop of harmonization requiring a strict budgetary policy. This crisis has led to a reduction in spending on public services and a rethink of the resources made available.
- A marked increased in public engagement in the activities of the employment services, leading to greater user demand for service quality, proximity and efficiency.

To address these constraints, ANETI has, through its Vision 2030 document, embarked upon a process of service modernization based on a user-oriented approach that takes account of users' needs and expectations. Within this framework, women and youth constitute key target groups due to their growing numbers among ANETI's users and the specific issues that these two groups face in terms of access to employment and entrepreneurship.



Launch of an awareness-raising session for ANETI central directors on the ISO 9001:2015 quality management system.

To ensure that performance and quality objectives form the bedrock of its strategy, ANETI requested the assistance of the ILO through the Decent Work for Youth and Women (EDJEF) and the Overcoming Labour Market Challenges for Equitable Opportunities for Women in Tunisia (ETOFE) projects. In September 2019, ANETI and these two projects launched the implementation of a quality management system (QMS) based on the ISO 9001:2015 standard. The EDJEF and ETOFE projects also made national and international experts available to ANETI in order to support it through the quality process. A quality policy is being established, implemented and supported by ANETI's executive board, and details of the process have been communicated in a letter from ANETI's director to the employment offices involved in the pilot project, on ANETI's website and through a poster campaign.

ANETI personnel responsible for raising awareness of quality issues among all staff have received training. This staff awareness-raising covers the following elements:

- Quality policy
- Relevant quality objectives
- Staff's important contribution to QMS efficiency
- Consequences of non-compliance with QMS requirements

Three workshops have been held to train a team of 16 ANETI counsellors in the latest quality auditing techniques. This team then carried out quality-audit test runs in the employment offices involved in the pilot project to identify gaps and recommend corrective actions. As a result, these offices now have basic information to aid them in their preparations for future certification audits by an accredited body.

An inspiring, evidence-based internal communication approach has helped to garner the support of staff and ensure their day-to-day involvement in the quality process. In partnership with a communications agency, the ILO has supported ANETI in the development and implementation of a communications plan.

The diversity of interests of ANETI's clients, particularly women, has been taken into account in the process of implementing the quality policy. Gender mainstreaming has been ensured through a participatory and consensual analysis based on the needs and expectations of users, including women. To facilitate cooperation between the two projects, a fully integrated and adaptive approach was adopted. This approach took into account the initial needs analysis, the results required and the special characteristics of the beneficiaries of each project. The real value-add of this approach lies in the progressive development of cooperative teaching and mutual learning between project teams and individual ANETI staff members. This has improved cooperation, complementarity and coherence across projects, and significantly strengthened the commitment of partners and the projects' results.

■ I have decided to embark upon a transformation of ANETI to, on the one hand, bring about a change in culture, values and behaviours, and, on the other, introduce a new type of management by objectives. I therefore undertake to:

Embed quality into ANETI's Vision 2030 and use it as a driver for continuous improvement;

Ensure the continuous improvement of our quality management system;

Facilitate the provision of the resources required for this quality policy.

► **Director-General of ANETI, September 2019.**

The implementation of a QMS enables certified employment offices to obtain long-lasting results in a complex, demanding and ever-changing environment. The QMS will also enable ANETI to achieve the objectives contained in its Vision 2030 document, build confidence in its public employment services and strengthen its ability to meet the needs and expectations of users and other stakeholders. The first certifications by an independent accredited certification body are expected to be awarded in mid-2020, with inspections planned in 2021 and 2022.

The positive results of this pilot project have led ANETI and the ILO to create a new organizational skills management project to extend the quality initiative to all employment offices in Tunisia between 2020 and 2022. The new project will make use of the approaches, methodologies and tools developed by the ETOFE and EDJEF projects and adopted by ANETI. It will also count on the support of staff already trained to carry out the necessary capacity-building activities for the personnel of the new employment offices adopting the QMS.

► I am pleasantly surprised by the meeting with the employment counsellor who, when explaining the services offered by the employment office, informed me of my rights and duties.

► **Ines Rhouma**, general secretary of women's leadership association, Kairouan.



First ANETI quality subscribers trained in ISO 9001 standard and with a communication action plan.

38



► Country	Zimbabwe
► Budget	US\$3,271,813
► SDG targets	5.2, 8.5

► Duration	2017–20
► Funding source	AfDB
► ILO policy outcomes	6

► Zimbabwe

Bridging the gender divide

The Youth and Women Empowerment Project (YWEP) from 2017-2021 is a partnership between **the Government of Zimbabwe and the African Development Bank (AfDB) supported by International Labour Organization (ILO)** as a technical partner to promote economic empowerment of women and youth in rural areas of Zimbabwe. The YWEP project focuses on facilitating the integration of women's and youth's economic activities into local value chains (horticulture, Mopane worms, honey and artisanal gold milling), as a pathway for employment creation and improvement of incomes and living standards.

One of the project interventions is a local economic development project that involves the construction of a tomato processing plant in Mutoko District. The project is working closely with the Ministry of Finance and Economic Development, the Ministry of Youth, Sports, Arts and Recreation and the Ministry Women Affairs, Community, Small and Medium Enterprise Development using a Market Systems Development (MSD) framework to address some of the challenges affecting rural economic actors including: post-harvest losses, market information asymmetry and limited access to agricultural support systems. An Anchor Enterprise has already created employment and income earning opportunities for local community members, who were and continue to be engaged as suppliers, employees and providers of various support services including in construction and along the value chain leading to creation of multiple economic empowerment pathways for the local communities.

Pennia Kadzinga is one of eight female builders who graduated from the Tabudirira Vocational Training Centre with a certificate in construction. She has now been employed by an engineering firm, which is constructing a tomato-paste processing factory.

Pennia grew up in a household and in a village where construction work bore the label “masculine” in bold font; as a result, becoming a builder had never been her dream. Her only experience with construction work had been watching her brothers and other men in her village moulding bricks and hardening them with fire in home-made kilns before using them to build houses and toilets. It never crossed her mind that adversity would push her into a profession dominated by men. “I am equipped with the right skills and I am holding my own, side by side with male builders”, she proudly exclaims.

Her story resonates with the experiences of the other seven women builders from Mutoko District employed on the factory construction site. “I thought I had missed my opportunity when I was not employed during the construction of the pack house, but when I heard that construction of the tomato-paste factory had been commissioned, I did not hesitate to apply”, recalls Dorothy Pote as she arranges bricks into a wheelbarrow.

These women are the main breadwinners for their families, and their earnings have become more valuable in the face of recurrent droughts. Households in Mutoko District depend on subsistence farming and, in particular, on horticultural crops. However, the drought has destroyed the livelihoods of many families and left them in a situation of vulnerability. Before the drought, they were content to grow butternuts, tomatoes, peas and green beans. A good harvest would guarantee them US\$10 for a bag of butternuts, 40 Zimbabwean dollars¹ for a box of tomatoes, and between 150 and 200 Zimbabwean dollars for a bag of peas. A good rainy season would even make it possible for them to cultivate these crops three to four times a year, and none of them had ever become desperate for school fees, cooking oil, soap, clothing or other family essentials. But when the drought struck, the women were forced to look for alternatives, and so they enrolled for training at the Tabudirira Vocational Training Centre.

Alongside the 8 women, 16 male former students from the Tabudirira Vocational Training Centre are also employed on the construction site in various trades. They are grateful for the opportunity to put into practice the knowledge and skills they acquired during their training at the centre, even more so as they are working under the supervision of seasoned engineers from a reputable construction company.

The construction of the tomato-paste factory has created employment and income-generation opportunities for women, youth and businesses within the district, and has helped to bridge the gender divide as women participate as builders, while still others from the community provide catering services to the builders.



Construction works at a tomato-paste factory in Mutoko, Zimbabwe.

1 The official exchange rate is US\$1 equals 25 Zimbabwean dollars.

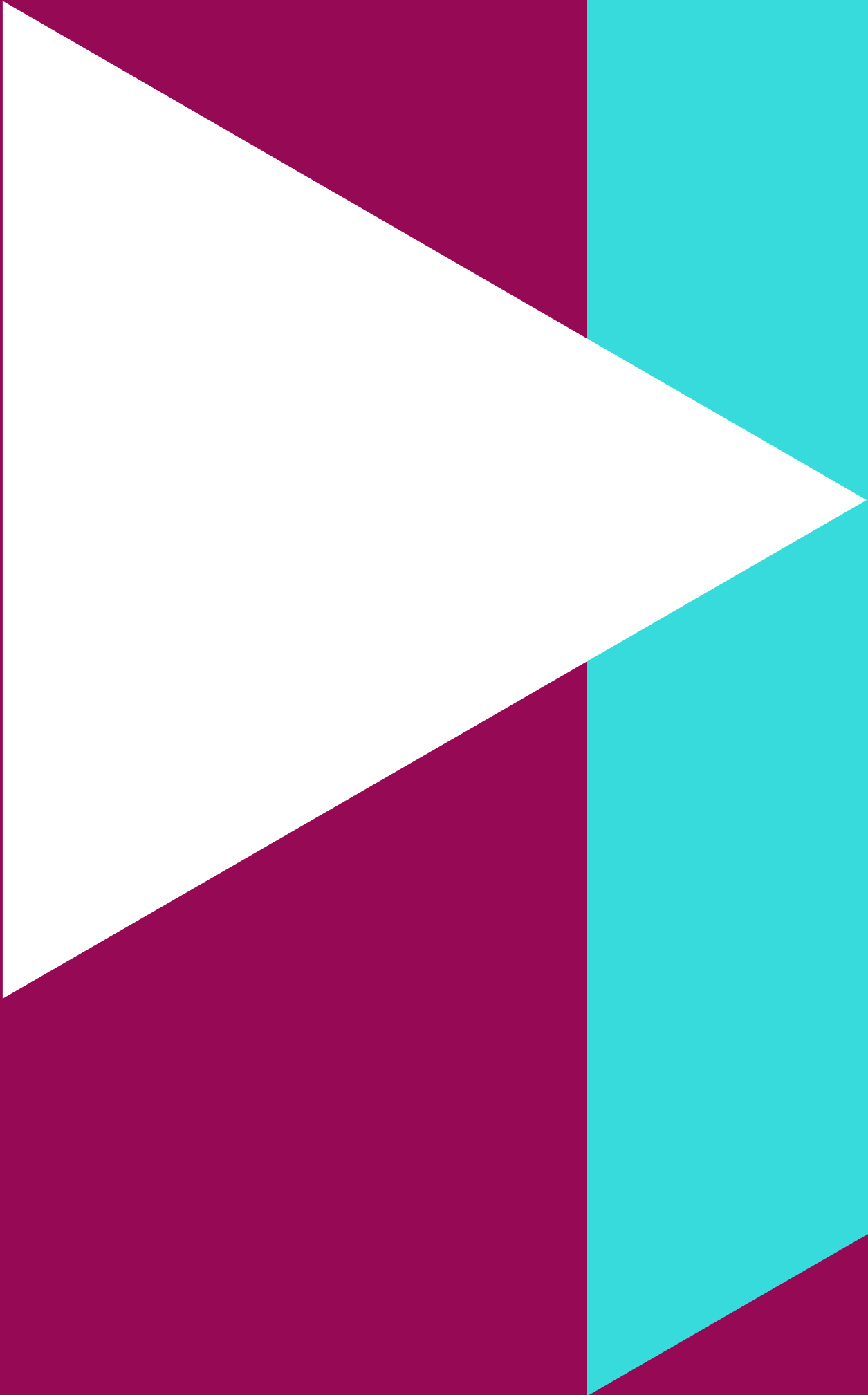


Pennia Kadzinga.

“I am a divorced mother of three children aged 15, 9 and 5. Although my monthly salary of 1,400 Zimbabwean dollars is not enough to cater for all my needs, I am able to put food on the table, pay school fees for my children and provide for other basic household needs”, said Pennia Kadzinga, as she adjusted the window frames of the tomato-paste processing factory in Mutoko.



Construction works at a tomato-paste factory in Mutoko, Zimbabwe.



Conclusion

► Conclusion

The 38 success stories in this fifth edition of Success Africa cover a wide range of subjects and approaches related to the ILO Decent Work Agenda. Between them, they address 11 of the 17 SDGs (only Goal 6 on clean water and sanitation, Goal 7 on affordable and clean energy, Goal 9 on industry, innovation and infrastructure, Goal 11 on sustainable cities and communities, Goal 14 on life below water and Goal 15 on life on land are not covered), albeit with a keen focus on Goal 8 on decent work. They also support all ten ILO policy outcomes for the 2018/19 biennium, with a strong emphasis on outcome 1 on employment and outcome 4 on sustainable enterprises. All 5 African subregions are represented in this compilation, which also covers 21 individual countries and 2 regional economic communities. Some stories relate to small and specific ad hoc activities, largely financed from the resources of the ILO; others involve larger, more long-term endeavours with multi-million dollar budgets. While each story is unique, certain elements are cross-cutting and therefore constitute key success factors and lessons learned:

- When the target group is well defined, the efficiency of a project's activities increases. All projects are tailored to meet the needs of a well-defined target group, namely disadvantaged women in rural communities; unemployed youth; vulnerable persons, such as migrants, refugees, returnees, informal workers and persons with disabilities; and, in some cases, senior civil servants in charge of decent-work-related ministries, departments and agencies.
- Skills provision and capacity-building are prerequisites for sustainability. The overwhelming majority of projects include measures to strengthen the skills and capacities of the target group. These projects often combine theoretical classroom-based training with practical lessons in enterprises or on construction sites. Such projects routinely include a needs assessment to identify the skills needed on the local labour market or that could enable the trainee to start their own business.
- The local development approach makes project interventions more concrete and beneficial for the target population. A large number of projects have adopted a local (economic) development approach, mostly targeting rural communities or the urban informal sector and often involving construction works so as to combine the creation of short-term jobs (through labour-intensive technologies) with longer-term prospects (such as easier market access thanks to an improved rural road). The focus on a distinct local area or community enables project designers to propose the most appropriate and cost-effective implementation strategies.

- In countries with limited formal employment prospects, self-employment through enterprise creation seems to be the only viable option. Entrepreneurship is a central theme of many of the projects presented herein. This could include strengthening existing small and medium-sized enterprises; promoting microenterprises or own-account work in the informal economy and in rural areas; supporting collective entrepreneurship via self-help groups and cooperatives; and fostering cooperation with larger companies, including multinationals. The strong focus on entrepreneurship in this compilation of stories stems from the fact that the formal sectors in most African countries offer far too few job opportunities to absorb the rapidly growing labour force.
- Partnerships generate synergies and complementarities which improve cost-effectiveness and value for money. Partnership-building is central to almost all of the projects in this compilation. Partnerships are at the core of the very nature of the ILO – the tripartite agency of the United Nations – but beyond the traditional ILO constituency, many projects in the present compilation have built strong relations with a broad range of additional partners, such as government authorities, NGOs and CSOs, sister United Nations agencies, local governments, private companies and development partners. Many projects would have been unsuccessful without the active participation of implementing partners.

When a project combines all five of these characteristics – target-group definition, capacity-building, local focus, entrepreneurial orientation and partnership-building – its prospects of success are fairly high. A sixth lesson may conclude this compilation: virtually all the projects in this edition can – with the necessary adjustments – be replicated elsewhere on the continent. We therefore hope that *Success Africa V* will boost intra-African South–South cooperation on the four pillars of the Decent Work Agenda.

► Appendix

Lists of ILO Policy Outcomes, and relevant SDG targets

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

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 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/sustainable-development-goals/>

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.

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



Target

- 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



Target

- 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.

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



Targets

- 4.3 Ensure equal access for all women and men to affordable quality technical, vocational and tertiary education, including university
- 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.
- 4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations.

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.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.
- 5.c adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

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.
- 8.4 Improve progressively through 2030 global resource efficiency in consumption and production, and endeavour to decouple economic growth from environmental degradation in accordance with the 10-year framework of programmes on sustainable consumption and production with developed countries taking the lead.
- 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.
- 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.
- 10.7 Facilitate orderly, safe, and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies.

Goal 12. Ensure sustainable consumption and production patterns



Target

- 10.2 12.b develop and implement tools to monitor sustainable development impacts for sustainable tourism which creates jobs, promotes local culture and products.

Goal 13. Take urgent action to combat climate change and its impacts



Target

- 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

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

- 16.3 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.

Goal 17. Revitalize the global partnership for sustainable development



Target

- 17.18 By 2020, enhance capacity building support to developing countries, including for LDCs and SIDS, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.

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