



International Labour Office

Success Africa III

Realising a New Era of Social Justice
through Decent Work:
Success Stories from Africa



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**Realising a New Era of Social
Justice through Decent Work:
Success Stories from Africa**

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Preface

Since the second edition of *Success Africa* was published in 2007, the global financial and economic crisis has revealed and exacerbated social injustice, uncertainty, and vulnerability across the world. Through its response to the crisis the ILO has demonstrated that promoting social justice entails more than increasing income and creating jobs, it also involves promoting rights, defending dignity, enhancing voice and extending protection.

The adoption of the Global Jobs Pact in June 2009 constitutes the ILO's main policy response to the financial and economic crisis. In Africa, the Global Jobs Pact has proven itself both timely and relevant. As a priority it sustains the drive to develop continent-wide action to make Decent Work Country Programmes a central pillar of national development policies, thereby alleviating poverty and empowering peoples.

For many years, the ILO has been pointing out the gravity of the decent work deficits in North Africa and in many other countries in the region, where rates of unemployment, underemployment, working poverty, and informal work have remained among the highest in the world. Economic crises and social injustice have also shown their potential to threaten stability and development in Africa. The events in North Africa have brought into sharp focus the need for a new era of social justice. As highlighted in the ILO Director-Generals' report to the 100th Session of the International Labour Conference (Geneva, June 2011), this new era must be inspired by a vision of efficient growth and sustainable development, where the universal demands of people to work and live in decent societies, in conditions of freedom, dignity, respect, and participation are met.

As with the two previous editions, *Success Africa III* aims to present stories of successful action undertaken by the ILO and its tripartite constituents across Africa to operationalise the Decent Work Agenda through technical cooperation over the last four to five years. The challenges in the region are many and of huge magnitude. They are exacerbated by economic crisis, humanitarian emergencies, and civil strife. To contribute to Africa's development, the ILO and its tripartite constituents, in collaboration with the UN family and partners, have implemented concrete projects and programmes throughout Africa inspired by a "virtuous triangle" of promoting employment opportunities, protecting the most vulnerable and empowering people and communities – based on the solid foundation of the Decent Work Agenda in Africa, 2007–2015.

The stories in *Success Africa III* aim to show that Africa is a continent full of hope, potential, and self-confidence. They do not represent a comprehensive assemblage of the ILO's interventions in the African region over the last years, nor are they in any way assessments or evaluations of the various projects or programmes. They capture inspiring examples of successful efforts to advance social justice through promoting decent work.

Charles Dan
Regional Director for Africa
International Labour Office

Introduction

This is the third publication in the ILO's *Success Africa* series. The first edition was published in September 2004 as the ILO's contribution to the Social Partners' Forum organized in conjunction with the African Union Extraordinary Summit on Employment and Poverty Reduction; the second edition was published for the ILO's Eleventh African Regional Meeting in 2007 and this third edition has been prepared for the ILO's Twelfth African Regional Meeting in 2011.

Success Africa III comes as a timely contribution to the ongoing stocktaking of progress towards the targets of the Decent Work Agenda in Africa, 2007–2015. The 36 stories featured in this publication present a cross-section of the ILO's work to support constituents in Africa realize the Decent Work Agenda through promoting fundamental principles and rights at work, supporting employment creation, deepening social protection, and strengthening social dialogue and tripartism.

The 36 stories have been collected from across the African region and have been grouped into three main chapters whose titles reflect a “virtuous triangle” of *opportunities, protection, and empowerment*.

Creating employment opportunities is one of the most effective strategies for reducing poverty. Stories in *Success Africa III* demonstrate how this can be achieved through mainstreaming decent employment into national policies and through projects that promote a participatory use of local resources, labour-intensive infrastructure development, and skills development, particularly for Africa's youth.

Success Stories from Mozambique and Cape Verde introduce the concept of the *social protection floor* whereby a minimum of social assistance is provided, and community-based protection schemes organized, founded on principles of mutuality, reciprocity and solidarity. Other stories show how social protection is extended to the informal economy and how HIV/AIDS is tackled in the workplace in countries with a high prevalence rate, such as Malawi and Ghana. Furthermore, stories illustrate how the ILO works to reduce the vulnerability of populations affected by the threat of complex situations caused by conflict, natural disasters and acute climate change, and how the ILO continuously works to promote rights and withdraw children from the worst forms of child labour.

Several stories show how the ILO works to empower people and communities through strengthened social dialogue, including capacity-building for emerging social partners and exchanges of experiences between social partners in the African region. Acknowledging that empowerment must take place through organizational development, including at local and community levels, stories further illustrate how cooperatives and social economy initiatives have contributed to creating employment, reducing poverty, fostering entrepreneurship, and overcoming inequalities.

It is hoped that these 36 success stories will inspire the ILO's constituents and development partners in the African region and beyond, to learn from each other, to seek and provide mutual advice, and to upscale and replicate successful experiences.

Opportunities



Decent work and skills development for Africa's Youth

Africa has the youngest population in the world: young women and men represent the continent's best hope for getting on a sustainable development path. However, the number of labour market entrants between the ages of 15 and 24 years far outpaces existing job opportunities for them, with youth unemployment at double the average unemployment rate in the region.

This young labour force loses out through lack of education, skills, job opportunities and experience. As a result, the region loses a tremendous potential. Unemployment also makes young people susceptible to delinquency and involvement in conflicts and is, thus, socially destabilizing.

Ensuring that young women and men get the right start in their working lives, and giving them the possibility to gain experience, is a top priority in the ILO's Decent Work Agenda in Africa (2007–15) and the region's Decent Work Country Programmes. Some experiences of this are highlighted in the following success stories.

Kenya and Zimbabwe

1. Youth Employment Support, Jobs for the Unemployed and Marginalized young People: YES-JUMP

“We have a lot of hope. Now we have a direction”

Nyamburan, a member of Visoi Self-Help Group

In 2006, when several women near the town of Rongai in the Rift Valley province of Kenya were driven by poverty into forming a self-help group, called *Visoi*, few of them could have imagined that in less than five years they would be building their first greenhouse.

Today, *Visoi* has twenty-four members, out of which twenty are women, who still run their micro-savings and loan schemes. *Visoi* is one of many community organizations in Kenya that received a loan from the ILO's YES-JUMP project, which aims to help partner communities and youth groups find more socially responsible and community-driven solutions to poverty alleviation, with at least 50 per cent of its target group being young women.

Visoi used their loans to set up a greenhouse. The initiative built on a tradition of farming high net-worth crops, something members of *Visoi* had been trying individually for years with mixed results. However, thanks to greenhouse technology, the members now had an opportunity to learn how to achieve sustainable production.

As one member put it, *“We heard during training that a greenhouse needs six 20-litre jerry cans of water a week, so if each of us could carry a jerry can a week, that would get us going.”*

The strategy

The project Youth Employment Support, Jobs for the Unemployed and Marginalized young People (YES-JUMP) is part of ILO's support to the implementation of the Decent Work Country Programmes, adopted by ILO's tripartite constituents, in both Zimbabwe and Kenya. The project forms part of ILO's response to the global jobs crisis.

The project is assisting local communities in selected districts of rural and urban areas, in collaboration with the governments, employers' and workers' organizations, to create one thousand decent jobs in each of the countries. To do so, the project supports entrepreneurship development through vocational skills and business training, offers technical and financial support to local job creation schemes, and strengthens small enterprises and cooperatives.

In partnership with another ILO project, COOP^{AFRICA} (Success Story No. 27), YES-JUMP has also developed a Challenge Fund which works through a competitive call for proposals, and provides increased access to financial services for young people.¹

The project strategy is thus to create a broader partnership between local stakeholders to implement priority projects for youth at the community level.

Project objectives

Development Objective:

To contribute to poverty alleviation efforts through the creation of decent and sustainable jobs for the youth of poor and marginalized rural communities.

Immediate Objective 1:

One thousand sustainable and decent jobs are created for young women and men in selected communities of Kenya and Zimbabwe.

Immediate Objective 2:

Selected project partners at national and local levels are fully able to design and implement their own youth employment schemes.

Target groups, tripartite partners and stakeholders

The direct recipients: Young women and men in rural and urban economies in Kenya and Zimbabwe, as identified by the project partners and the project's National Steering Committees, composed of the Government and representatives of social partners (employers' organizations and trade unions); and youth organizations, including cooperatives and local organizations at the community level.

Selected microfinance organizations, community-based and youth Savings and Credit Cooperatives (SACCOs).

The responsible Government institutions: In both Kenya and Zimbabwe, these are the countries' respective Ministries of Youth.

Results achieved and impact

In Kenya, a pool of local trainers was created on the module Start and Improve Your Business (SIYB). These trainers have continued to mobilize and reach the youth. So far, over 350 youth have received both business start-up and business management training as well as savings mobilisation and group dynamics training.

After the launch of the Youth Challenge Fund in August 2010, over four hundred organizations like *Visoi* have accessed micro loans to help them start businesses which they identified during the training. In March 2011, about US\$ 60,000 were distributed to the youth as loans with microfinance organizations and SACCOs (Savings and Credit

¹ Defined by the African Youth Charter as women and men between the ages of 15 and 35 years.

Cooperatives). The rest of the funds were granted by the ILO, through collaboration between YES-JUMP and COOP^{AFRICA}, to launch the Youth Challenge Fund. As a result, more than three hundred jobs have been created for youth in isolated and rural communities in Kenya.

In Zimbabwe, similar trainings have been conducted for youth, as well as the provision of loans amounting to approximately US\$ 42,000. As a result, youths have started businesses and created jobs for nearly three hundred young people in Zimbabwe.

The project is now implementing the second round of Grants focusing on “Green Jobs for Youth in Kenya and Zimbabwe”. Partnerships are being established with local youth SACCOs, NGOs in the field and experts on environmental sustainability.

Amongst other successes, the project has managed to:

- Inculcate a culture of savings amongst youth through the formation of SACCOs. To date, more than 1,500 youths are members of three Youths Savings and Credit Cooperatives. The SACCOs are managed by youth themselves thus creating a youth-friendly environment amongst youth to save and borrow.
- Promotion of an entrepreneurship culture. The project adapted ILO materials and guidelines already developed to promote entrepreneurship, these include Know Your business (KAB) and Start and Improve Your Business (SIYB) which were introduced to promote entrepreneurship awareness, generating and managing small businesses.
- Technical and vocational skills training is being achieved through linkages with the Ministry of Youth's Vocational Skills Training Centres in the districts and the private sector.
- In Zimbabwe around eight hundred jobs have been created mostly in the sectors of horticulture, manufacturing, retails, and service industries

The SIYB (Start and Improve Your Business) programme is an easy-to-use business management skills training programme that strengthens the capacity of local business development services (BDS) providers to effectively and independently implement business start-up and management training for small-scale entrepreneurs. SIYB is based on a series of management training tools and has a unique quality assurance system that relies on its network. It helps entrepreneurs to start viable businesses, to increase the viability of existing enterprises, and to create quality employment for others in the process.

Contribution to policy development

The YES-JUMP project has instituted a high-level National Steering Committee in both Kenya and Zimbabwe, actively promoting a sense of ownership among the government stakeholders, employers' and workers' organizations.

Potential for upscaling and replication

Each project has a potential for replication. Indeed, the members of *Visoi* believe that projects like their greenhouse have a great potential to employ youth in their construction and management. The *Visoi* Self-Help Group continues to push the boundaries of what it

can achieve for its members. It is tempting to imagine the potential for involving other groups in the area that suffer from similar poverty related problems once they see the greenhouse completed, produce sold, income earned, and lives changed.

“My hope is that this area will become a place where tomatoes can be found in large quantities, then the big buyers will be attracted here, we will be able to bulk and get a good price,” says Alicen Chelaite, the head of the Rongai Rural SACCO and a former Member of Parliament for Rongai. *“We could even start a factory to make tomato paste, tomato sauce and earn more!”*

Website:	www.ilo.int/public/english/region/afpro/harare/what/yes_jump.ht
Source of funds:	The Government of Germany and ILO
Timeframe:	2009 to 2011
Contacts:	Kenya: yesjumpkenya@ilo.org Zimbabwe: yesjumpzw@ilo.org Regional: ctayesjump@ilo.org

Zambia

2. Broad-based wealth and job creation

Facilitating access to business opportunities and wider markets for micro, small and medium-size enterprises (MSMEs): A case of business linkages between MSMEs and large corporate companies in Zambia



Chisenga is from Maposa Village, in Zambia. He is 26 years old and is one of the beneficiaries of the Broad-Based Wealth and Job Creation Programme, selling soft drinks. Thanks to the programme, he has seen a huge increase in sales volume from one crate to eleven crates per day. He says *“the ILO taught me how to start a business, why and how I should keep money in the bank, where to find capital for my business. The ILO really taught me how to conduct business”*.

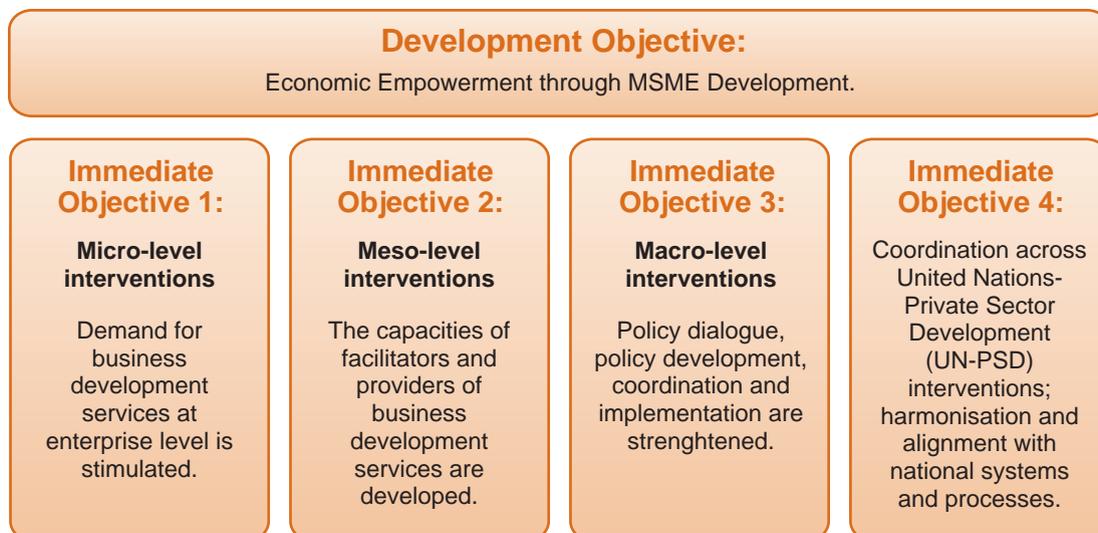
The strategy

The Broad-Based Wealth and Job Creation Programme is grounded in a systemic enterprise development approach, which acknowledges the inter-dependence between stakeholder groups within a given socio-economic system. At the macro-level, the programme works through stakeholders with a mandate to define and coordinate a conducive policy and regulatory framework for ‘doing business’ within the system boundaries. This includes relevant government ministries, statutory bodies, and national umbrella bodies.

At the meso-level, the programme addresses the institutional environment and works to build the capacity of national institutions with a mandate to facilitate delivery of business development services to MSMEs, such as the Zambia Development Agency, the main statutory body for enterprise development, and local business associations at the national and provincial levels.

At the micro-level, the programme supports stakeholders that are directly involved in the market where the exchange of goods and services takes place. It is at this level that most of the business linkages activities take place. The business linkages interventions follow the basic principle that private sector development is most successful and most sustainable when it is market-driven and business-focused.

Project objectives



Target group, tripartite partners and stakeholders

The direct recipients: At least 2,000 micro, small and medium-scale enterprises, in particular those run by women, youth and persons with disabilities, and enterprises operating in the informal economy.

The responsible Government institution: Zambia Development Agency (ZDA)

The partners: UN partners include UNCTAD, UNDP and the Global Compact. National partners include the Ministry of Commerce, Trade and Industry; Ministry of Labour and Social Security; Citizens' Economic Empowerment Commission; Zambia Federation of Employers; Zambia Chamber of Small and Medium Business Associations.

Results achieved and impact

Between November 2010 and April 2011, over 125 young entrepreneurs were assisted in developing business plans to access empowerment funds under the Government's Citizens' Economic Empowerment Commission and 20 entrepreneurs under the Youth Enterprise Development Fund of the Ministry of Youth, Sport and Child Development.

Up to 60 micro, small and medium-size enterprises were linked to large national and transnational corporations as suppliers, distributors and sub-contractors. Some 36 growth oriented small and medium-size enterprises were trained in growth strategies and were linked to Zambia National Commercial Bank and Investrust Commercial Bank under an African Development Bank-funded credit facility.

The programme has supported improvement of the MSME business operating environment by assisting the Ministry of Commerce, Trade and Industry to develop the national MSME Policy Implementation Plan (which was holding back the launch of the

MSME Policy). The policy and its implementation plan have since been launched and the programme is helping demonstrate some key activities in the implementation plan, such as business linkages and access to finance for MSMEs.

The programme promotes new business start-ups as well as the growth and expansion of existing businesses, as evidenced by the success story of the soft drink vendor scheme. For new businesses, the programme has provided income generating opportunities, as well as new employment opportunities both in formal micro, small and medium-size enterprises and among newly established informal businesses. Beneficiaries interviewed have recorded improvements in livelihoods and lifestyles and used the new incomes to send their children to school and better provide for their families. For existing businesses, increases in sales and opening of new markets have resulted in new job opportunities for others, in addition to improved business management practices and formalization.

The programme has built capacity among beneficiaries, programme partners and constituents by:

- Assisting the Zambia Federation of Employers (ZFE) to develop a strategic plan to re-launch its Business Development Consultancy Unit, and building its capacity to offer enterprise training in the Expand Your Business training module to their MSME members.
- Supporting the ZFE to mobilize employers to give recommendations and input to the review of the National Employment Act and facilitating technical inputs on the revised Employment Act through the Tripartite Consultative Labour Council.
- Assisting the Zambia Development Agency (ZDA) to institutionalize the Business Linkages Programme and, in collaboration with UNCTAD, facilitating the development of the business linkages website and the establishment of an Empretec Centre², which will be managing entrepreneurial competency training among business owners and managers from the MSME sector. This centre is currently working with a set of three private sector business development services providers.

The programme has further promoted the development and installation of an electronic database of more than 600 business development services (BDS) providers in the Zambia Development Agency (ZDA) and has increased the capacity of ZDA and of selected BDS providers in the following business development tools: Start and Improve Your Business (SIYB); Expand Your Business; SME Electronic Toolkit; Start Your Cultural Business; and Designing Demand-led BDS Services.

Contribution to policy development

The Broad-Based Wealth and Job Creation Programme facilitated the development of the Micro, Small and Medium Enterprises Development Policy Implementation Plan for Zambia in 2010. This plan, together with the policy, was approved by the Government of Zambia and launched by the President in 2011. Following the launch, the programme has been requested by the Government of Zambia to develop the reporting, monitoring and

² Empretec is a United Nations programme established by UNCTAD to promote the creation of sustainable small-and medium-size enterprises (SMEs).

evaluation framework of the policy, as well as to implement selected provisions related to furthering business development services to MSMEs in the country.

Potential for upscaling and replication

A number of the initiatives implemented by the programme are already being augmented. These include the business linkages programmes and the youth enterprise development initiative that seeks to enhance access for youth to the government empowerment funds. The programme is also developing a new four-year joint programme on private sector development in partnership with other UN agencies that will commence in 2012.

Website:	www.ilo.org/lusaka , www.zambiabusinesslinkages.org.zm
Source of funds:	The Government of Finland and the UN System in Zambia
Timeframe:	2009 to 2011
Contacts:	ILO Country Office for Zambia, Malawi and Mozambique, lusaka@ilo.org

Egypt

3. Effective school to work transition through career information and guidance for youth employment

Baher Mahmoud Hatem is a teacher, “I go to work every day. As usual, like many of us here, we give routine classes: It does not matter what we are teaching, or what the students want. One day I was, among other colleagues, asked to participate in a two-day training organized by the ILO in cooperation with the public employment services office in Borg el Arab. The training revolved around team work, capacity building and how to use career guidance for youth employment. In the beginning, I was not very interested, but as I listened more to the team and the subjects presented with creative methods, I realized that I have a great role to play towards my students as a teacher. I realized how important the role of the teacher is in changing lives, as well as our responsibility to society. The next day, I was eager to learn more and to know what career guidance is and what would be my role. It made a difference to me to be able to help the students choose their careers, to be satisfied with their studies and with their work afterwards. I then joined the project task force and participated in all the activities of the project that were held during the year. On a personal level, I decided to start a Master’s Degree, to be able to acquire more knowledge and give more guidance. At the school level, I organized activities for the students on career guidance, and provided them with information. I also started to adopt these approaches at home with my wife and kids.”



Egypt suffers from a high unemployment rate, especially among young people. In spite of the government's efforts and reforms through privatisation and support to private sector enterprises, there has been limited success in improving the situation and raising low productivity levels. Poor labour market policies have been discovered to be at the root of this negative trend. There is a mismatch between young people's job expectations and the jobs available in the labour market, together with a mismatch between employers' expectations in terms of skills and those obtained by university graduates and graduates of vocational training centres.

The strategy

Failure to find decent employment after leaving school tends to have lasting effects on occupational patterns and incomes over the lifespan of an individual. Facilitating an improved school-to-work transition may help overcome the common difficulties that youth, and particularly young women, face in terms of limited access to reliable labour market information, advice and support.

As almost half of the young population of Egypt find themselves without work, youth unemployment makes up a considerable share of total unemployment in Egypt. In 1998 almost 94 per cent of the unemployed were new entrants to the Egyptian labour market, and 90 per cent belonged in the 15-29 age group. The situation of young women was worse; in 1998, more than half of the unemployed new entrants to the labour market were women, meanwhile the share of women in the labour force was only 21 per cent.

The aim of this project is therefore to make it easier for young people to enter the world of work by modernising Egypt's employment offices. The project provides guidance in the transition from training institutes to the world of work by fostering a match between employment supply and demand. Special focus is placed on disadvantaged groups, such as people with disabilities, and particular attention is given to women. The project also undertakes awareness-raising initiatives for young people to increase their knowledge of trends in the labour market and the opportunities it provides – all with the aim of enabling them to make informed career decisions.

The project builds the capacity of the public employment services offices (PES) through a series of activities. PES mainly focuses on providing suitable job counselling and career guidance to job seekers on the one hand, while on the other it gets in touch with employers to identify their needs, the end result of which is sound job matching. The project utilizes an integrated package of initiatives to mobilize PES offices, establishing linkages with government ministries, educational institutions, social partners (employers, trade unions), youth associations and civil society.

The selection of the governorates to be covered by the project was undertaken carefully to cover the most crucial segments of Egyptian society: Fayoum (agriculture and tourism); Alexandria and 6 October City (new industrial areas that have many enterprises promising to absorb more workers); and Luxor and Aswan (tourism).

Project objectives

Development Objective:

To contribute to reducing the high unemployment rate among young people, by improving the school-to-work transition and allowing youth to find more and better jobs.

Immediate Objective 1:

Five Pilot Youth Units are established in five selected Public Employment Services offices in five governorates (affiliated to the Ministry of Manpower).

Immediate Objective 2:

The capacity of the career counselors is enhanced through intensive training to equip them to operate and provide services tailor-made to youth needs.

Immediate Objective 3:

Youth in the five regions have a better understanding of the labour market which will allow them to adjust their attitudes, behaviour and career choices.

Target group, tripartite partners and stakeholders

The direct recipients: Staff working in the selected employment offices, supervising staff in the central employment department in the Ministry of Manpower, and teachers in the technical secondary schools.

The ultimate/indirect beneficiaries: Job seekers and their families who will have better access to decent jobs through the career guidance and job counseling services offered by the Public Employment Services offices. Enterprises will also benefit as they will find skilled workers to work in their establishments.

The partners: The main partner is the Ministry of Manpower (MOM). MOM has around 300 PES offices throughout Egypt, and the present project covers five offices only. The other partners are the Ministry of Education, the Federation of Egyptian Industries, the national trade union, and the Progetto Sud (Italian trade union).

Results achieved and impact

Career guidance is a relatively new area in Egypt and this is the first ILO project addressing this issue at national level. As a result, more and more people realize the importance of guidance, as it can make a real difference in performance and give people, especially youth, a chance to achieve more, if given the opportunity.

Egyptian youth need assistance and guidance in choosing their career because the education system is not flexible. It is consequently important to offer career guidance as early as possible to let young people plan their lives and careers better.

The achievements of the Public Employment Services Offices in the five project sites include:

- Providing career guidance to a total number of 12,000 young people.
- Employing 9,000 young persons in various enterprises with variable qualifications.

- Expanding career guidance to youth and their families through awareness-raising activities implemented with trade unions in cooperation with PES offices.
- Launching the web site www.tawgih.org, which focuses on vocational training and the matching of labour market supply and demand. Young people can submit their CVs online and obtain information on the labour market, the qualifications and skill sets currently in demand, the Employment Code, and various job-matching initiatives.

Contribution to policy development

This project is closely tied to meeting Egypt's agreed targets under the United Nations Development Assistance Framework (UNDAF) for 2007-2011, particularly outcome two: "Unemployment and underemployment are reduced and worst forms of child labour are eliminated". The project also supports implementation of the road map for recovery that was agreed between the ILO and the Ministry of Manpower in the wake of the revolution of early 2011.

Potential for upscaling and replication

This is currently a pilot project, covering five governorates in Egypt only. There is indeed great potential for expansion, especially as the advantages of career guidance are becoming well known at the national level. The second phase of the project will build on the network developed during the pilot phase and utilize the references and material produced. More Egyptian youth would thus benefit from career guidance and be better equipped to join the labour market.

Website:	www.tawgih.org
Source of funds:	The Government of Italy and ILO
Timeframe:	2010 to 2013
Contacts:	ILO Country Office for Egypt, Eritrea and Sudan, cairo@ilo.org

South Africa

4. Supporting social economy enterprise development

“The project has, in my experience, been the right vehicle at the right time to promote a concept whose time has come. The Social Business Plan Competition is the perfect way of getting that concept, and the skills to understand and work with it, to the grassroots entrepreneurial and development space.”

Mr. Egbert Wessels, Manager, the Business Place Philippi

The strategy

A tripartite regional conference in Johannesburg in October 2009³ defined the social economy as enterprises and organizations, in particular cooperatives, mutual benefit societies, associations, foundations, and other social enterprises, which have the specific feature of producing goods, services and knowledge while pursuing both economic and social aims and fostering solidarity. Basically, social economy enterprises operate like businesses, but exist for a social purpose. They earn an income, which is used to fulfill their social purpose, and are therefore a cross between traditional NGOs and conventional businesses. They may take a variety of legal forms, including nominally for-profit (companies and cooperatives), non-profit (associations and NGOs) or a combination of legal entities in a hybrid model. Crucially, they use the bulk of any profit generated to achieve their social goals rather than distributing it to private shareholders.

The project used a systemic approach that combined efforts to change mindsets and promote the acceptance of the social economy as a useful development approach; policy dialogue and research to encourage the creation of an enabling environment for social enterprise development; the development of social business development tools and related capacity building; and outreach at the community level to potential social entrepreneurs through social business plan competitions.

³ ILO Regional Conference on the Social Economy – Africa's Response to the Global Crisis, Johannesburg, South Africa, 19-21 October 2009.

Project objectives

Development Objective:

To boost employment opportunities and access to social services for the youth in South Africa, with particular emphasis on traditionally disadvantaged groups of the population.

Immediate Objective 1:

Strengthen the capacity of South African policy level stakeholders to conceptualize social enterprise development in the context of the policy debate on youth employment promotion through small enterprise development.

Immediate Objective 2:

Strengthen the capacity of local BDS organizations to facilitate and provide both financial and non-financial social business start-up support services for young people.

Immediate Objective 3:

Mobilize the target communities to embrace a more self-reliant approach to local economic and social development, and to stimulate their demand for social business start-up training and related services.

Immediate Objective 4:

Unlock synergies and scale effects between the project and other local youth employment promotion initiatives.

Target group, tripartite partners and stakeholders

The direct recipients: Policy-makers and small business support institutions.

The ultimate/indirect beneficiaries: Potential social entrepreneurs, with a particular, but not exclusive, focus on youth.

The responsible Government institutions: Various Government Ministries, including Trade and Industry, Economic Development, Social Development and Labour. Other national counterparts included the Small Enterprise Development Agency, and National Youth Development Agency; and provincial and municipal authorities in pilot provinces.

The partners: African Social Entrepreneurs' Network, University of Johannesburg, the Business Place Network, and other institutions with an interest in social enterprise development.

Results achieved and impact

The final project evaluation found that the project helped policy makers better understand the dangers of policy silos and presented a model of development that can be used to successfully combine social and economic objectives. It helped BDS providers and other local and provincial development agents to better understand how local markets can be tapped and how social development objectives can be pursued through a sustainable business model. Specifically, it was successful in:

- Strengthening the capacity of South African policy level stakeholders to conceptualize social enterprise development in the context of key policy debates in South Africa. This was achieved through technical advice, network development, policy dialogue, study tours, research, seminars and conferences.

- Strengthening the capacity of local organizations to facilitate and provide both financial and non-financial social business start-up support services. This was achieved through community level research, the development of new training programmes and other reference materials, and capacity building of business support agencies in the pilot areas.
- Mobilizing the pilot communities to embrace a more self-reliant approach to economic and social development, and stimulating their demand for social business start-up training and related services. This was achieved through social business plan competitions which incorporated training in the new training programmes.



Advertisement for a social business plan competition

Contribution to policy development

The final evaluation noted that “The inclusion of social enterprise and social entrepreneurship in the government’s New Growth Path and the National Youth Development Agency’s strategic plan are notable examples of this success”.

Potential for upscaling and replication

There is increasing interest in the contribution that the social economy can make to both employment creation and social protection. This is reflected in the inclusion of the social economy as a 'jobs driver' in South Africa's New Growth Path. It is also reflected in references to the social economy, social enterprise, or specific forms of social enterprise (such as cooperatives) in many Decent Work Country Programmes in other countries. This increasing interest offers significant potential for upscaling. The ILO is now exploring opportunities to roll this work out nationally in South Africa, as well as in other countries in Africa. This is being done in the context of a comprehensive regional programme on the social economy.

Source of funds:	The Government of Flanders
Timeframe:	2009 to 2011
Contacts:	ILO Country Office for South Africa, Botswana, Lesotho, Namibia and Swaziland, pretoria@ilo.org

Benin, Burkina Faso and Zimbabwe

5. Reinforcement of skills for youth employment and rural development

An Africa Commission Project

The Africa Commission was launched by the Prime Minister of Denmark in 2008. The Commission consisted of Heads of State and Government, politicians, experts, representatives from international and regional organizations as well as the business community, civil society, and the academic world. The majority of the Commissioners were from Africa, which reflected the Commission's overriding commitment to ensure African ownership of its recommendations and initiatives.

The Commission addresses ways to create employment for young people through private sector-led growth and improved competitiveness of African economies. Special emphasis is given to create decent jobs, foster entrepreneurship, and provide greater opportunities for young African women and men through education, skills development and access to finance. Drawing on existing analyses and best practices, the Commission's aim is to make specific policy recommendations and devise concrete initiatives.

This project is one of the Africa Commission's concrete initiatives, implemented by the ILO.



The strategy

This project seeks to create employment for youth in selected areas of Benin, Burkina Faso and Zimbabwe by reinforcing their skills and knowledge using the ILO's TREE methodology (Training for Rural Economic Empowerment). TREE is a local economic development methodology developed to promote market driven and community-based technical and vocational skills development in rural areas in order to expand employment opportunities for disadvantaged groups, such as women and youth.

The approach has proven to be more effective than conventional vocational training programmes in three main ways:

- By identifying potential income generating activities and related training needs before designing the contents of specific training programmes;
- by involving the local community and social partners directly in each phase of the identification, design and delivery process; and
- by facilitating the necessary post-training support, including guidance in the use of production technologies, facilitating access to credit, and providing assistance on group formation to ensure that individuals or groups can initiate and sustain income generating activities.

Another programme strategy is to address shortcomings in systems of informal apprenticeship. Informal apprenticeships are widespread and by far the most important source of skills training in most African countries. They are entrenched in local traditions and culture and follow a range of informal rules that are based on reputation and social sanctions. The quality of such systems can be improved through a variety of measures, including access to new skills and technologies, improved training standards, provision of basic skills such as literacy and numeracy, improved access of young women to male dominated trades, and improved formal recognition of skills acquired informally.

The project is working with industry experts to improve the skills of master craft persons in selected demand-driven trades, such as arts and crafts, welding and metal work, carpentry and joinery, motor vehicle mechanics and renewable (solar) energy. Master craft persons are in turn providing on-the-job skills training and mentoring opportunities to youth for wage and self-employment opportunities in selected areas of the three target countries. It is generally accepted that in most African countries there is an active and widely practiced traditional apprenticeship system whereby young people attach themselves to skilled master craft persons in order to learn a trade through on-the-job training and workshop experience. The vast majority of this form of skills training and knowledge transfer takes place in the informal sector and represents a major vehicle through which out-of-school youth can obtain technical training in useful and employable skills. The programme also improves access to finance and business development services (BDS) to increase business turnover and penetration to new markets for both master craft persons and apprentice graduates seeking self-employment.

Project objectives

Development objective:

Skills development systems that improve employability, promote access to employment opportunities and increase incomes for inclusive and sustainable growth are strengthened.

Immediate Objective 1:

The capacity of rural community groups to identify local economic opportunities, develop appropriate training programmes to access jobs and provide post-training support to community and private small-scale enterprises is increased.

Immediate Objective 2:

Public and private training institutions are enabled to better deliver demand-oriented services to rural, informal economies.

Immediate Objective 3:

Systems of informal apprenticeship are strengthened through upgrading the skills of master craftspersons and apprentices while facilitating access to new technologies.

Immediate Objective 4:

Capacity of stakeholders and institutions at the national level are enhanced to apply tools, methodologies and strategies developed under the programme for broader outreach.

Target groups, tripartite partners and stakeholders

The direct recipients: Youth self-help groups and cooperatives, craft persons and their trade associations, technical and vocational training providers, government institutions, employers associations, trade unions, civil society organizations, media and private sector at national and local levels.

The ultimate/indirect beneficiaries: Young people between the ages of 15 and 35, who are out of school, 50 per cent of the ultimate beneficiaries are women.

Results achieved and impact

By 2014, the project aims to facilitate the creation of employment for more than six thousand young people. Nearly three thousand apprentices will be trained and the capacities of two thousands master craft persons will be strengthened.

By August 2011, the project was still at an early stage but some concrete results had already been achieved in each country, such as:

Capacity building:

In all three target countries, training modules have been elaborated in organizational development, business plan writing, tax system for micro enterprises, mastering the institutional environment, tax system and legislation on micro enterprises, accounting, managing and conducting training sessions.

More specifically, in Benin:

- Two action programmes focusing on training 610 youth and skills reinforcement of 200 master crafts persons have started.
- 763 young people have already received TREE training, or participated in a TREE sensitization workshop, 25 per cent of the beneficiaries have been females.

In Burkina Faso:

- Approximately 600 young people, unemployed or out-of-school, have been trained on rural economic empowerment.
- 500 local partners and 135 master craft persons have already received TREE training, or participated in a TREE sensitization workshop.
- Nine service providers were trained on the process of conducting training needs assessments in rural communities.
- 61 partners have been trained on the TREE methodology, including conducting economic feasibility studies and training needs assessments.

In Zimbabwe:

- Approximately 600 young people, unemployed or out-of-school, have been trained on rural economic empowerment in selected themes, such as horticulture, biological beekeeping, village bird breeding, poultry and fish farming.
- 450 youth graduates from TREE methodology training are self-employed and have received post training support in access to finance and markets.
- 303 master craft persons had their skills upgraded in cooperative development, business management and book-keeping.
- 854 out-of-school and unemployed youth have received basic skills training and are undergoing practical on-the-job training with 303 master craft persons.

Access to credit:

In Zimbabwe, a Youth Microfinance Facility of US\$ 450,000 was established with local microfinance institutions to boost self-employment opportunities.

Institutional support:

A success factor of the project relates to the establishment in each country of both National Steering Committees and Local Monitoring Committees. Beneficiary districts were selected and validated by the Government and relevant national authorities for the implementation of project activities. A local governance system for the project was further set up in each country. In Zimbabwe, 18 youth desks have been established within government ministries and employers' and workers' organizations at both national and local levels.

Contribution to policy development

In Zimbabwe, Benin and Burkina Faso, the project is contributing at the national and local levels to the elaboration, implementation, and review of employment and vocational training policies, small and medium-size enterprises and cooperative development, and youth employment policies. Furthermore, the TREE methodology is being integrated into public training curricula and in capacity building activities of tripartite stakeholders.

Potential for upscaling and replication

ILO's TREE methodology has been successfully implemented, with some customization, in a number of developing countries, including Bangladesh, the Philippines, Pakistan, Sri Lanka, Niger, Burkina Faso and Madagascar. Therefore, based on this TREE experience, replication can be envisaged in many other African countries.

Source of funds:	Government of Denmark through the Danish Africa Commission
Timeframe:	2010 to 2014
Contacts:	For Benin and Burkina Faso: ILO Country Office for Senegal, Benin, Burkina Faso, Cape Verde, Ivory Coast, Guinea, Guinea-Bissau, Mali, Mauritania, Niger and Togo, dakar@ilo.org For Zimbabwe: ILO Country Office for Zimbabwe, harare@ilo.org

Senegal

6. Vocational training and facilitating access to the labour market

“Until we have resolved the mismatch between training offers and employment, there will be continue to be problems with access to the labour market for young people.”

Mr. Moussa Sakho, Minister of Technical Education and Vocational Training

Ndèye Diop Guisse is 33 years old and lives in Saint Louis in Northwest Senegal with her grandmother. Ever since her childhood, she has dreamt to be a seamstress, so after two years in high school, she quit school to learn how to sew at the Women Centre for Technical Education in Saint Louis. In 2003, she represented the Centre in the Senegalese fashion designers' national contest “les Ciseaux d’Or” where she won the bronze medal. The following year, she received the gold medal in the same competition. She is now established in the national fashion market. With just two sewing machines, she began her business with clients at her grandmother's house where she created a little room for sewing work. Increasing demand encouraged her to rent a workshop. Faced with a lack of resources and management experience, she asked for funding support from the Poverty Reduction Programme (PRP) after receiving training from the ILO on how to develop her business plan and manage her small enterprise. Nowadays, Ndèye permanently employs six people, including three men. The Centre has since had many successes, including making costumes for the delegation of 50 people representing the region during the 50th anniversary of the independence of Senegal in Dakar. Ndèye has bought a plot of land and built her own house.

In Senegal, the vocational training sector is still weak. It lacks both public and private training offers and is inadequately resourced. Furthermore, there is a mismatch between the training offered and the employment market. Faced with these challenges, the Senegalese Government is committed to reforming the Technical Education and Vocational Training (TVET) sector and the Government has ranked this as second priority after basic education.

The strategy

The project's strategy is to support vocational training centres by using ILO tools, such as Start and Improve your Business. In addition, the project promotes and supports innovation in technical and vocational education, including testing of the competency-based approach (CPA) as well as the employability approach. In a nutshell, the competency-based approach requires that trainers (academic or non-academic) analyze the relevant current environment and labour market needs from which they determine contents and competencies to be achieved in the instructional programme.

The project works in close collaboration with the employers' organizations and the private sector in the development of curricula for the vocational training centers, in line with the needs of the local and national labour market.

Project Objectives

Development objective:

To contribute to an efficient professional integration of young graduates and to enable them to have decent incomes.

Immediate Objective 1:

To support institutions to create structured, efficient and effective labour market integration departments.

Immediate Objective 2:

The training offer is strengthened to comply with the labour market needs.

Immediate Objective 3:

To assist the newly trained young people in finding employment and/or developing self employment.

Immediate Objective 4:

To put in place sustainable mechanisms for SME funding in the framework of professional insertion.

Target group, tripartite partners and stakeholders

The direct recipients: Students and trainers from the Vocational Training Centres, entrepreneurs and professional organizations, local government agencies and structures, and ministry departments in charge of employment.

The partners: A United Nations Platform for labour market integration and employability composed of ILO, UNDP and UNIDO.

Results achieved and impact

- Development of new curricula and methodological tools to improve youth employability and capacities to integrate them in the labour market (validated by the national stakeholders).
- The staff of labour market departments in vocational training centres have been trained on employability management at the local and national levels, on the socio-economic environment, on techniques and mechanisms for enterprises funding and training.
- Students out of vocational/technical training have been trained on how to develop a corporate culture, including informing and orienting them for employment or self-employment, knowledge of the socio-economic environment, knowledge of relevant funding mechanisms, networking with financial institutions and SME management.
- A sustainable and autonomous funding mechanism has been established for new micro enterprises. The costs are covered at 100 per cent on the basis of a stakeholder's direct contribution (vocational training centers, enterprise, etc.) and youth.
- Labour market departments in 14 pilot vocational training centers are operational.
- Skills within institutions have been strengthened in new subjects, such as "Understand the Enterprise" and "Create your Enterprise".

- The capacities of SIYB trainers have been strengthened in monitoring and evaluation.
- The national SIYB network has been upgraded.
- Professional organizations have been identified and sensitized on the importance of supporting young entrepreneurs and their access to markets, credit, information and training.

Contribution to policy development

The project has contributed to the drafting of a legal and regulatory framework for vocational and technical training. The proposed law and draft decrees were validated by the project stakeholders and formally submitted to the Minister of Vocational Training. It is currently under discussion in the Prime Minister's Office.

Potential for upscaling and replication

The strategy can readily be replicated in the Sahel countries as they are facing similar problems and there is already a regional SIYB network.

Source of funds: The Government of Luxembourg
Timeframe: 2008-2011
Contacts: ILO Country Office for Senegal, Benin, Burkina Faso, Cape Verde, Ivory Coast, Guinea, Guinea-Bissau, Mali, Mauritania, Niger and Togo,
dakar@ilo.org

Mainstreaming decent work into national, regional and international development strategies

African economies are growing at a high rate, with many countries exceeding five per cent GDP growth per year, and few dropping below two per cent. At the same time, the current growth rate is not yet generating sufficient decent work opportunities. The problems of unemployment and underemployment in Africa are of a structural nature and formal employment is limited to about ten per cent of the labour force. A major challenge for poverty reduction strategies is to re-think how employment can be mainstreamed and how to address the important employment effects of other policies, such as liberalization and privatization, regional integration, and the effects of globalization. Due to the cross-cutting nature of employment and decent work policies, mainstreaming efforts need to be maintained throughout the process, in national policy formulation, budget allocation, and implementation and monitoring.

The capacity of African countries and ILO constituents needs to be further strengthened. All in all, the critical challenge is how to integrate decent work into economic, social and institutional policy frameworks at the country level as a necessary impetus for fostering employment-friendly growth. This requires an integrated approach, and a full commitment from, and participation by, all government ministries, social partners, civil society, and other stakeholders.⁴

⁴ ILO: *Decent Work Agenda in Africa 2007–2015*, adopted at the Eleventh African Regional Meeting, April 2007.

Cameroon and Mali

7. Support for employment promotion and poverty reduction (APERP)

“At the institutional level, social partners were often involved in the management of employment services, but their implication in the elaboration, implementation, monitoring and evaluation of employment and vocational training were in most cases quite limited. Thanks to APERP, they now participate more and more in employment projects and policy formulation!”

Mr. Lassana Traoré, Secretary General of the *Conseil National du Patronat du Mali (CNPM)*

During the Extraordinary Summit of Heads of State and Government on Employment Promotion and Poverty Reduction (Ouagadougou, 2004), participants agreed to place employment at the centre of social and economic policies in Africa. The ILO decided to support this initiative through the implementation of a project supporting employment promotion and poverty reduction in Cameroon and Mali, in close collaboration with the social partners.

The strategy

In order for the project to have an impact, the project strategy reflected two principles: 1) To ensure sustainability by focusing on strengthening the capacity of ILO constituents in transferring skills; 2) To avoid dispersion of activities, whilst also ensuring that the project had a sufficient geographical coverage, activities were concentrated in two countries: Cameroon and Mali. Some pilot activities in other countries, such as Burkina Faso and Benin, were also carried out.

Project objectives

Development Objective:

To improve the quality of life of the population through decent work promotion and creation.

Immediate Objective 1:

Effective and efficient employment policies are developed.

Immediate Objective 2:

Social partners' skills on poverty reduction policy interventions are strengthened.

Immediate Objective 3:

Employment creation is mainstreamed in public investment projects and policies.

Immediate Objective 4:

National capacities are built for the creation of decent jobs in favour of vulnerable groups, in particular youth and women.

Target group, tripartite partners and stakeholders

The direct recipients: The Government ministries in charge of employment, finance and infrastructure, and public institutions involved in employment issues, such as the National Agencies for Employment, employment observatories, vocational training institutions, funds and agencies in charge of employment programmes, and social partners.

The ultimate/indirect beneficiaries: The target youth and women.

The partners: Community of Central African States, the West African Economic and Monetary Union Commission and the sub-regional office of the Economic Commission for Africa.

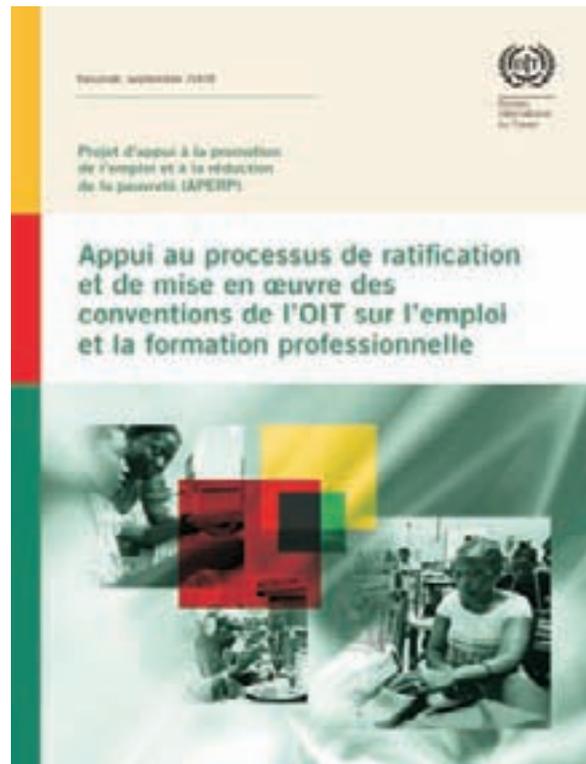
Results achieved and impact

The project outcomes and successes have contributed to the implementation of the Decent Work Agenda in Central and Western Africa through:

- Increased knowledge of the labour markets in Cameroon and Mali based on national studies.
- Awareness-raising among policy-makers on the ratification of ILO Conventions and Recommendations on employment and vocational training.
- Equipping the National Observatory of Employment and Vocational Training of Cameroon (ONEFOP) with a database on the labour market and the computer material needed to operate this. The project has also trained the ONEFOP staff on its use.

The project has developed tools and mechanisms to promote employment in the public investment planning cycle of the ministries of economy. It has also developed macroeconomic models to assess the impact of investment projects on employment. These models were applied to selected sectors of the priority investment programme for Cameroon 2010-2012. From the baseline studies, the project has also carried out active advocacy which has led to, *inter alia*, the adoption by the Malian General Directorate of Public Procurement of a tender application encouraging labour-intensive methods, to the benefit of a youth employment promotion association (APEJ), and the inclusion of decent work promotion in the reviewed Cameroon Public Market Code.

The project has promoted youth and women entrepreneurship in the two target countries. In collaboration with other ILO projects, APERP implemented Start and Improve Your Business training in Cameroon. SIYB contains innovative training modules designed by the ILO to strengthen the entrepreneurial capacity of youth and women. Cameroon now has six certified trainers, including three women. 280 young people, including 140 women, received SIYB training between October 2008 and November 2010. Some have already established their businesses, and a majority have good business plans and are seeking funding to achieve their dreams.



In Mali, APERP strengthened the capacity of the National Agency for Youth Employment. In order to assist the Agency in fulfilling its primary mission, matching employment offers with labour market needs, the project has helped launch a TV programme, three times per week, with job offers and testimonies of young people who have found work thanks to the TV programme.

Capacity building has been mainstreamed throughout the project. Training for ministry officials, social partners, private sector representatives, youth and women were organized. In particular, the project has strengthened the capacity of trade unions in Mali on poverty reduction strategies and labour market analysis. Moreover, it has assisted employers in Mali identify the prerequisites for the development of women's entrepreneurship, and measure the potential impact of the global financial crisis on small and medium enterprises.

Contribution to policy development

The project has contributed to mainstreaming employment in the strategic development frameworks of Cameroon and Mali. The project also supported the formulation and validation of national employment policies in Cameroon and Burkina Faso as pilot projects. For the implementation of the national employment policy in Burkina Faso, the project supported the establishment of a monitoring and evaluation system based on 12 key indicators including decent work as well as the development of a framework for medium-term expenditure focused on employment. In Cameroon, studies were conducted in order to maximize the potential of employment and human resource development in selected sectors. These studies further contributed to mainstreaming decent work in the country's poverty reduction strategy paper (Strategy Paper for Growth and Employment).

Additionally, the project supported the integration of employment issues in public investment policies. In Cameroon, the project promoted the adoption, by the Prime Minister in June 2008, of a government statement for the promotion of labour-intensive approaches in public infrastructure.

Potential for upscaling and replication

The project has facilitated a more integrated and coherent approach between the different stakeholders in employment promotion and creation. The project developed and tested various tools and methodologies that can be replicated in other countries. The close involvement of beneficiaries throughout the project cycle, as well as the synergies developed in line with the ILO Declaration for Social Justice and a Fair Globalization, emerged as the main factors of success.

Website:	www.apej.org.ml
Source of funds:	The Government of France
Timeframe:	2007 to 2010
Contacts:	ILO Country Office for Cameroon, Angola and São Tomé and Príncipe, yaounde@ilo.org Country Office for Senegal, Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Guinea, Guinea-Bissau, Mali, Mauritania, Niger and Togo dakar@ilo.org

Southern African Development Community (SADC)⁵ and Economic Community of West African States (ECOWAS)⁶

8. Regional integration, economic partnerships and their impact on employment and labour markets

This project achieved success by addressing different socio-economic challenges in the ECOWAS and SADC regional economic communities (RECs), with explicit emphasis on the labour market implications (job creation, unemployment, skills development, working conditions) of economic integration and trade liberalisation.

The strategy

The project aimed to train and strengthen the analytical capacity of the ILO's tripartite constituents in the target regions concerning regional integration processes and their social dimensions.

The project was particularly relevant to the SADC region because SADC member countries forged a regional free trade agreement in 2008, and worked towards a common trade policy for establishing a customs union by 2010. However, at the same time, the SADC countries splintered under several regional configurations for negotiating economic partnership agreements (EPAs) with the European Union. This has created new challenges and uncertainties for the regional integration process in SADC. Similarly, for the ECOWAS region the training took place at a time of new regional initiatives such as the adoption of a regional labour policy by ECOWAS Heads of State in July 2009 and at a time of enhanced efforts to form a tripartite social dialogue forum. The project created a learning environment where new and emerging opportunities and challenges – with an emphasis on labour market and social implications for regional integration – were analysed, discussed and understood from multi-stakeholder perspectives. Training on the social dimension of regional integration has added considerable value. A study analysed the institutional systems and mechanisms in the two regions and recommended policy options for enhancing the social dimension of regional integration. The study identified the specific training and capacity building needs addressed by this success story.

⁵ SADC member States: Angola, Botswana, Democratic Republic of Congo (DRC), Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, United Republic of Tanzania, Zambia and Zimbabwe.

⁶ ECOWAS member States: Benin, Burkina Faso, Cape Verde, Ivory Coast, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, Togo

Project objectives



Target group, tripartite partners and stakeholders

The direct recipients: ILO constituents in the SADC and ECOWAS regions. Key regional stakeholders such as the Organization of Trade Unions of West Africa (OTUWA), the Organization of African Trade Union Unity (OATUU), the Federation of West African Employers' Organizations (FOPAO), and the Secretariats of SADC and ECOWAS also benefited from the project.

The responsible Government institutions: Secretariats of the concerned Regional Economic Communities, SADC and ECOWAS.

The partners: The Project was designed and implemented by the International Training Centre of the ILO in Turin (ITC-ILO) in collaboration with the Centre for Comparative Regional Integration Studies of the United Nations University (UNU-CRIS).

Results achieved and impact

- Some 107 participants representing tripartite constituents, government ministries, and regional organizations were trained on issues related to regional integration, economic partnerships and their impact on employment and labour markets.
- Extensive literature and information on the social impact of regional integration was compiled and documented.
- Training materials were developed, including training packages (in English and French) in two thematic areas adapted to the training needs and the socio-economic and institutional realities of the SADC and ECOWAS regions. A training package on the social dimension of regional integration enhanced the analytical capacity of the ILO tripartite constituents in Southern and Western Africa on issues of regional integration and trade liberalisation and their effects on labour markets. A training package on labour market implications of economic partnership agreements was developed, aimed at increasing the understanding and analytical capacity of the participants on the ongoing negotiations for

establishing economic partnership agreements between the European Union and a group of countries from the African, Caribbean and Pacific (ACP) countries. The training packages contained modules on regional integration and labour market policies; the EPAs agreements in detail; analytical methodologies for assessing the labour market effects of EPAs; and policy options for enhancement of EPAs negotiations.

- The social partners in both regions are aware of the need to focus attention on regional integration, trade, and economic policies. However, lack of technical and institutional capacity has limited the scope and effectiveness of their participation in elaborating and influencing national employment and development policies and strategies. Through lectures, case studies, and simulations, the training sessions delivered by the project have enhanced understanding, analytical skills and prospects for a meaningful and effective participation in the decision-making process.
- The project offered a rare opportunity to bring together labour and economic institutions from SADC and ECOWAS member countries to share information and views on matters of national and regional interest. This was recognized as a crucial learning element by participants and partner institutions.

This project was considered a success by the RECs and regional representatives of employers and workers. They recognized that the training contents were relevant to their current needs thanks to a detailed needs assessment prior to the definition of the outputs. Furthermore, there was effective collaboration among the implementing agencies, International Training Centre of the ILO (ITC-ILO) and ILO field offices.

It should also be noted that the project was implemented at a time when labour markets in the two respective regions, and the world at large, were under severe pressure due to financial and economic crisis. This enhanced the relevance and potential of the project.

Contribution to policy development

The training contents were strongly related to macro-level policy issues. Lectures and debates were geared to inform policy development at the national and regional levels.

Potential for upscaling and replication

Coordinating policy through strong regional institutions is critical for developing countries, and technical support and capacity building assistance aimed at increasing regional and intra-regional institutional capacity could add significant value for development.

The work carried out with SADC and ECOWAS and other regional bodies set the basis for future follow-up activities in the same regions. There are presently signs of interest also from other economic zones in Africa and Asia. The training platform developed by the project remains operational for replication and adaptation.

Website:	http://sdti.itcilo.org/trade/
Source of funds:	The Governments of France and Flanders
Timeframe:	2007 to 2010
Contacts:	The International Training Centre of the ILO (ITC-ILO), communications@itcilo.org

Angola

9. Gender equality in the world of work

“The global economic crisis should be viewed as an opportunity to shape new gender equality policy responses. Recovery packages during economic crises need to take into account the impact on women and men and integrate gender concerns in all measures”.

A Global Jobs Pact, ILO, June 2009

The project Gender Equality in the World of Work in Angola promotes implementation of the 2009 International Labour Conference (ILC) resolution on gender equality at the heart of decent work. The resolution highlights the impact of the global economic crisis on working women and men, and stresses that such crises should not create greater inequalities nor undermine women’s acquired rights. The ILO seeks to advance gender equality via the inclusion of a gender dimension in all programmes and policies, whilst also promoting women-specific interventions to redress longstanding inequalities. As per the ILO’s gender policy of 1999 the objective is to ensure gender equity in the staffing, institutional structures, and substance of the work of constituents and of the ILO itself.

The project’s knowledge and capacity building components build upon ILO’s comparative advantage in providing support to constituents in gender-sensitive policy formulation. In the context of the global financial and economic crisis, such knowledge development focuses on identifying new trends and patterns in the world of work, and links between economic efficiency, social justice, and gender equality. The project is contributing to the development of a national gender policy in Angola, and advocating for the integration of the rights of women workers in legal and national development frameworks together with strengthening the capacity of members of the Government to ratify and apply international labour standards and fulfil their reporting obligations.

The strategy

The project works with the Ministry of Public Administration, Employment and Social Security and employers’ and workers’ organizations in Angola to develop the knowledge base on gender equality in the workplace; promote representation, advocacy, and voice for women workers and build the capacity of constituents to promote gender equality and women’s economic empowerment.

The project focuses in particular on promoting gender sensitive workplace practices, advancing ratification and implementation of the four key ILO gender equality conventions,⁷ and working to ensure that domestic workers have access to their rights as workers.

⁷ These are the Equal Remuneration Convention, 1951 (No. 100); Discrimination (Employment and Occupation) Convention, 1958 (No. 111); Workers with Family Responsibilities Convention, 1981 (No. 156); and Maternity Protection Convention, 2000 (No. 183).

Project objectives

Development Objective:

To create decent employment, achieve women's economic empowerment and gender equality in the workplace.

Immediate Objective 1:

A knowledge base on gender equality in the workplace is developed.

Immediate Objective 2:

Representation, advocacy and voice for women workers are promoted.

Immediate Objective 3:

The capacity of constituents to promote gender equality and women's economic empowerment is built.

Results achieved and impact

A comprehensive study was completed on the Integration of gender equality into Angolan Labour Law. The study gave a holistic picture of the legislative and social context of gender equality in the world of work in the country. After advocating with the Ministry of Public Administration, Employment and Social Security, the ministry regulated and updated existing provisions for maternity protection, breast feeding during working hours, and family and funeral subsidies for workers. All payments were increased financially, relative to salary levels, and women with at-risk pregnancies are now entitled to pre-birth maternity leave.

Basic training on ILO guidelines for integrating gender issues into employment policy was undertaken for 70 tripartite constituents.

A tripartite training on the ILO's Participatory Gender Audit (PGA) methodology was undertaken for twenty-two representatives of the tripartite constituents, following which a PGA of the Angolan Workers' National Union (UNTA-CS) was undertaken.

A Brazilian delegation visited Angola and shared their experiences on a methodology for promoting work-life balance in private companies with Angolan employers and journalists.

Website:	www.ilo.org/gender
Source of funds:	The Government of Norway
Timeframe:	2010 to 2011
Contacts:	ILO Bureau for Gender Equality, gender@ilo.org

Investing in labour-intensive programmes

The term labour-based technology is used to describe a technology that applies a labour/equipment mix that gives priority to labour, supplementing it with appropriate equipment, where necessary, for reasons of quality or cost. While producing or maintaining infrastructure to a specified standard in a cost-effective manner, people are employed under fair working conditions. It is in this respect important to distinguish between an optimum and efficient use of labour, as opposed to a maximum, and possibly inefficient use.

Success stories have shown that for the same level of investment in local infrastructure, the use of labour-based technologies can create between two and four times more employment (mostly unskilled), drop foreign exchange requirements by 50 to 60 per cent, decrease overall cost by 10 to 30 per cent, and reduce negative environmental impacts.

The use of labour-based methods also implies the increased use of associated local resources. These may include locally available materials, tools and equipment, skills and knowledge, as well as finance. This reinforces the percentage of investment that remains in the country – often in the locality of the works – reduces the dependence on costly imports, and stimulates the local economy.

The ILO promotes the use of labour-based methods as a regular component of recurrent public investment programmes for the infrastructure and construction sectors, and supports special training and awareness programmes for this purpose, as well as the development and use of technical and contractual materials for the realisation of such programmes. Due to the high dependence on labour, the ILO actively promotes the application of appropriate labour standards and minimum working conditions, including minimum wages, non-discrimination, the elimination of forced and child labour, the right to organize, protection of wages, safety and health, and insurance against work accidents. Likewise, the inclusion of both women and men as workers and leaders is also advocated.

South Africa

10. Integrated approach to mainstreaming decent work through the implementation of expanded public works programme (EPWP)

“To address this investment in social infrastructure, the government has decided that we should launch an expanded public works programme. This will ensure that we draw significant numbers of the unemployed into productive work, and that these workers gain skills while they work, and thus take an important step to get out of the pool of those who are marginalised”.

Mr. Thabo Mbeki, Former President of South Africa

One of the most important successes of this project is that it is currently one of few ILO-supported projects in Africa that are fully funded from national budgets without dependence on foreign donors.

Despite its middle-income status, South Africa is characterized by high levels of poverty and high income inequality between population groups and within individual population groups. The burden of unemployment is worse for black Africans compared to Coloureds, Indians/Asians and Whites.

The South African Government has subscribed to the UN Millennium Development Goal (MDGs) of halving poverty and unemployment by 2015. In most of its policy documents, the Government recognizes that increasing and improving jobs must form the core of any strategy to fight poverty and reduce inequalities. Therefore, one of the government's



A newly-developed bridge, the result of a public works programme in South Africa

initiatives for poverty alleviation is the Expanded Public Works Programme (EPWP) – a nationwide programme that, with the ILO’s support, seeks to make systematic use of public expenditure to boost productive employment and develop skills.

The programme places particular importance on creating employment opportunities for women, youth and persons with disabilities through the application of employment intensive approaches in the delivery of infrastructure, and environmental programmes, as well as social services such as early childhood development, and home community-based care. These social services create jobs while providing needed services to infants, young children, and sick members of vulnerable households thus alleviating unpaid care burdens by providing support for the raising of children and the care of the ill.

The strategy

The project was designed by the ILO in collaboration with the Government of South Africa to provide technical support to the Department of Public Works in the implementation of the Expanded Public Works Programme (EPWP). The approach adopted is to seek to influence an increase in employment opportunities in infrastructure works. This is achieved through utilizing the ILO’s knowledge, experience, and relevant tools through training and capacity development, knowledge sharing, development of common systems, tools and procedures, and research.

The programme dovetails and supports South Africa’s Decent Work Country Programme (DWCP), in particular its priority on employment promotion and related outcomes. Particularly, *“more women and men, especially youth and persons with disabilities, have access to productive and decent employment through inclusive job rich growth”* (outcome three), and *“skills development increases the employability of workers and the inclusiveness of growth”* (outcome five).

Project objectives

Development Objective:

To influence an increase of employment opportunities in infrastructure works.

Immediate Objective 1:

The importance of labour intensive projects is understood, through research works, promotion of appropriate materials and technical methodologies, and identification of high potential projects.

Immediate Objective 2:

The implementation capacity at both provincial and local level is reinforced through advocacy, knowledge sharing and development of common systems, tools and procedures.

Immediate Objective 3:

The capacity of project managers/coordinators, private consultants and contractors are improved in planning, coordination and monitoring at provincial level.

Target groups, tripartite partners and stakeholders

The direct recipients, who are also indirect beneficiaries, are Government officials at provincial and municipality levels who are responsible for planning and managing projects, as well as private consultants and contractors who are responsible for technical design, site supervision, training, and construction.

The ultimate/indirect beneficiaries are disadvantaged individuals who have little education or skills to enter the labour market, in particular women, youth and people with disabilities in urban and rural areas. They will benefit from expanded employment opportunities, and small-scale contractors/suppliers who will execute the projects.

The responsible Government institution: The Limpopo Department of Public Works (LDPW) is tasked by the provincial government with the responsibility of the overall coordination of EPWP in the Limpopo Province. LDPW has, in turn, engaged the services of the ILO through the fielding of four experts to provide technical assistance.

The EPWP has specific targets on the participation of women (55 per cent), youth (40 per cent), and people with disabilities (2 per cent).

Results achieved and impact

A significant contribution to achieving the DWCP outcomes is the EPWP programme's use of the Code of Good Practice for Employment and Conditions of Work for Special Public Works. The Code, which incorporates benefits to be accrued by workers taking part in EPWP and work conditions including health and safety requirements, emerged from consultations involving the government and social partners through the National Economic Development and Labour Council (NEDLAC). The Code also guarantees workers' entitlement to paid training for technical and vocational skills, which enhances their future employability.

More concretely, since 2005, the project has achieved the following results:

Training and Capacity Development

- Assisted in the establishment and operation of a Training Centre of Excellence.
- Organized and conducted labour-intensive contracting (LIC) reorientation courses for nearly 600 officials of implementing bodies.
- Consultants and mentors from Limpopo and other provinces trained on all aspects of LIC works.
- Developed external international courses at the International Training Centre of the ILO and study tours organized for government officials.
- Participated and coordinated various training programmes for staff from contracting firms.



Road construction through labour-intensive methods

Technical Support

- Provided technical advice to implementing agencies on employment-intensive planning and project design, and management support in the implementation of infrastructure and non-infrastructure sector programmes.
- Standardized tender/contract documents for infrastructure works incorporating EPWP/LIC principles and requirements.
- Produced EPWP five-year Provincial Business Plans.

Research and Development

- Collaboration with national research centres on research works in LIC road works that promote employment intensive approaches.
- Developed guidelines and technical specifications on the various research outcomes.

Contribution to policy development

The Government of South Africa has clear policies to mainstream employment creation in public works programmes. The first phase of EPWP achieved its target of creating one million job opportunities one year ahead of time. The second phase has an ambitious target to increase this number four-fold. Employment intensive approaches are mainstreamed into the Government's sector programmes through guidelines for the EPWP that are applied across the board.

Potential for upscaling and replication

The established Limpopo LIC Training Centre of Excellence is to be replicated in the other eight provinces of South Africa. The training materials, research works and technical documentations produced on LIC sealing options are already being used in other provinces and in other developing countries. The project team has specifically assisted ILO projects in Indonesia and Kenya in establishing and using the developed materials. The documents will be re-packaged for wider dissemination.

Furthermore, a Fiscal Incentives Scheme of US\$ 0.5 billion to motivate government bodies that are implementing EPWP to boost their outputs serves as a laudable policy for other developing countries to emulate.

Website:	www.epwp.gov.za
Source of funds:	The Government of the Republic of South Africa
Timeframe:	2005 to 2014
Contacts:	ILO Country Office for South Africa, Botswana, Lesotho, Namibia and Swaziland, pretoria@ilo.org

Sierra Leone

11. Decent work for youth through labour-based public works

“For the first time since the conflict, we have been able to take better care of basic needs, including our health and nutrition.”

An infrastructure contractor

The Poverty Reduction Strategy Paper for Sierra Leone illustrates the poor state of rural roads and recognizes that rebuilding the social and physical infrastructure is a tool for poverty reduction, as this provides direct benefits by increasing access to basic human services as well as harnessing the productive capacity of the people through job creation.

The road network in Sierra Leone is the most dominant means of transport. The network consists of some 11,000 Km of which about 8,000 Km are classified as the National Road System and the remaining 3,000 Km comprises local networks and unclassified roads and tracks.

The Government has launched the National Transport Sector Policy with the aim of rehabilitating the transport infrastructure through an accelerated promotion of private sector involvement in the execution of road works.

The strategy

The ILO, along with the Sierra Leone Roads Authority (SLRA), manages the above-mentioned project. SLRA selected the rehabilitated rural roads in consultation with Bombali District Council. The contractors' association in Bombali District then assisted in mobilising the contractors for selection. The trained contractors were chosen from a list provided by SLRA. The Ministries of Labour, Employment and Social Security; Agriculture and Forestry; as well as Works, Housing and Infrastructure participated in the launching of training programmes and a study tour to Ghana and Liberia.

The project strategy is to create immediate employment and, at the same time, increase the long-term employability of the beneficiaries. The demand for labour is being addressed through linkages with broader government strategies for employment, with a focus on employment-intensive infrastructure development and the promotion of agriculture.

The training strategy draws on the experience of SLRA and other successful ILO-supported projects in Africa and Asia. The steps include:

- Skills enhancement of existing labour-based contractors.
- Training of new labour-based contractors.

- Testing trial road sections. Selected contractors carry out trial sections over a period of four months, each employing 120 people. Remaining contractors are given contracts for drainage structures employing up to 30 workers daily on each site.
- Revolving supply of tools and equipment. The selected contractors will be equipped with two pedestrian rollers, one tractor, and two tractor-trailers. The cost of the leased equipment will be deducted gradually from the contractors' payments, and the recovered funds will be used as a revolving fund to further equip new contractors.
- Training of maintenance contractors.

The standard rural road rehabilitation contracts of 15 Km per annum are tendered on a competitive basis and the trained contractors should be well positioned to bid for the contracts, creating the potential for longer term job creation.

Development objective:

To contribute to the economic and social integration of marginalised youth in Sierra Leone through the creation of rapid employment opportunities and the strengthening of key institutions.

Immediate Objective 1:

Productive employment opportunities created for youths in Bombali District.

Immediate Objective 2:

Cost-effective labour-based method for execution of feeder road rehabilitation and maintenance using labour-based methods introduced.

Immediate Objective 3:

SLRA and Bombali District Council's capacity to plan, manage and monitor feeder roads rehabilitation and maintenance strengthened.

Rural roads are selected in areas where economic and social development is constrained by lack of infrastructure, where related agriculture interventions are being carried out, and where new jobs may result from local economic stimulus. In collaboration with the Sierra Leone Roads Authority, ILO trains contractors to enable them to apply technical and cost-effective techniques for the rehabilitation and maintenance of infrastructure works using labour-based methods.

Target group, tripartite partners and stakeholders

The direct recipients: Ministry of Works, Housing and Infrastructure and the Sierra Leone Roads Authority (SLRA)

The ultimate/indirect beneficiaries: Unemployed youth (male and female). Over 440,000 person-days of work will be generated.

The partners: SLRA is the main implementing partner. The project also works with UNAIDS to incorporate workplace HIV and AIDS issues. Collaboration with UNIDO takes place through its Growth Centre in Binkolo, Bombali District. The Centre assisted in selecting rural roads for rehabilitation that enhance the value chain of the Centre and produced hand tools, thereby increasing the supply base of tools for the contractors.

Results achieved and impact

- In March 2011, over eight kilometres of rural road had been rehabilitated; 24 culverts constructed on four other roads to be rehabilitated.
- More than twenty thousand person-days (89 per cent male and 11 per cent female) of employment had been created.
- Nine engineers from government institutions, ten small-scale private contractors and twenty supervisors had been trained.
- Pedestrian rollers, tractors and trailers were procured for equipping contractors.
- Farmers had been able to increase their farm holdings by employing more hands and were better able to transport their crops as a result of improved access to major roads, thereby facilitating marketing of produce and minimizing post harvest losses. Some farmers claimed to have been able to repair/improve their houses, buy new clothes and pay their children's school fees.
- Disposable income was more readily available and access was improved. The improved access will contribute to lower transport costs and reduction in post harvest crop losses.

Contribution to policy development

The government of Sierra Leone is currently developing a national policy on construction, which started even before the project was launched. The project is currently contributing to the draft policy.

Potential for upscaling and replication

The quality of the rehabilitated rural roads has led to requests for extensions by schools and communities.

The success of the current phase of the project has considerably raised expectations from the local people and placed significant pressure on the project. Requests are being received from communities, paramount chiefs and community-based organizations for an extension of the project to their chiefdoms and districts. Replication of the project in other districts and nationwide expansion is indeed a part of the project strategy.

The approach adopted is to convince the government of the efficacy of the labour-based methodology in generating employment opportunities while providing needed infrastructure, developing the capacities of small-scale contractors, grassroots organizations and relevant government institutions, as well as initiating action on policy to ensure sustainability. Subsequently, the project would be up-scaled to cover more districts and subsequent nationwide expansion.

Website:	www.ilo.org/public/english/employment/recon/eiip/about/lbt.htm
Source of funds:	Multi-donor Trust Fund
Timeframe:	2005 to 2014
Contacts:	ILO Country Office for Nigeria, Gambia, Ghana, Liberia and Sierra Leone, abujareg@ilo.org

United Republic of Tanzania

12. Upgrading labour-based technology in infrastructure and service delivery for job creation, income generation and private sector development

ILO's experience from over 25 years of Employment Infrastructure Investment Programmes (EIIPs) has shown that such programmes can bring needed incomes to poor families and communities. These efforts have created between three and five times as much employment at the same level of investment as more equipment intensive techniques, and are between 10 and 30 per cent less costly in financial terms. Also, EIIPs have reduced the foreign exchange requirement by between 50 and 60 per cent. The EIIP programmes/projects integrate labour standards, promote gender equality and encourage enterprise development through contracting systems while skills are retained by the community.

In Tanzania, construction is a fast growing sector.

The Road Works Unit of the Ministry of Infrastructure Development conducted training on the use of labour-Based Technology in construction of low volume traffic roads for the Mtwara and Lindi Regions in 2000. The training programme aimed at sensitizing local people, particularly women to participate in the construction of rural roads within their locality in order to improve accessibility. A three month long training programme was conducted in Nachingwea District, Lindi Region and was attended by people from the two regions.

The Road Works Unit sensitised women to participate in the training. Furthermore, men from the regions were educated on the benefits of allowing women to participate in road construction works in order to improve families' income. During the training, participants were encouraged to form groups for the sake of establishing labour-based contracting companies, especially after they demonstrated strong performance.



Being one of the participants, Angela Clement, along with two other training colleagues saw an opportunity and seized it by establishing Tulinje Women's Group. In 2007, the Finnish International Development Agency (FINNIDA) assisted the formed groups to get registered as labour Based Contractors with the Contractors' Registration Board. The company is mostly involved with labour-based works activities such as cleaning roadside drains, grass cutting and other activities done by labour. Angela Clement still remains a member of Tulinje Women's Group and through her active participation attempts to address the challenges among partners to enhance the company's performance. FINNIDA also provided the groups with the hand tools necessary for start-up through favourable loan conditions, whereby the companies paid back the loans through income from training contracts they were given.

Apart from courses on construction and maintenance of low volume traffic roads, the training programme also covered procedures for opening and operating the companies' accounts and managing the company's transaction records.

Mtwara Region has a population of 1.2 million people and cashew nuts, coconuts, maize and rice are the major cash and food crops. The rural roads linking up to the urban market centres are in a fairly poor state of maintenance and the local government authorities have limited resources in funding, contracting and equipment to rehabilitate and maintain the roads. Thus, this region needs to maximize the use of local materials and resources.

Infrastructure needs for developing countries like Tanzania are colossal, and yet imperative for socio-economic development. These needs include demands in rural areas for safe footpaths and footbridges to get water and firewood and to reach farms easily, gravel roads for transportation of rural produce to the market, as well as public transportation services. Other needs may include soil conservation to maintain yields or a mini hydropower scheme for schools or rural health centres. Equally, in the urban slums which serve as home to about 70 per cent of the urban poor communities, there is a severe lack of basic services such as storm water drainage, service roads, water supply, solid waste management and structured informal economy activities. Living conditions can only be improved with appropriate structural interventions and innovative approaches with institutional support.

The strategy

The programme contracted the Appropriate Technology Training Institute (ATTI) to implement the labour-based technology contractors' training activity in Mtwara and Lindi Regions. ATTI is a Government Institution under the Ministry of Infrastructure Development which was established in 1993 with the financial support of NORAD and technical support of the ILO. In liaison with the regional TAN ROADS managers and local government authorities in Mtwara and Lindi, contractors were identified from among those who had been trained previously under a FINNIDA supported project in the late 1990s and early 2000s. Regional and district engineers and road inspectors from local government also participated. Out of the seven contracting companies that participated in the training one is owned by a woman.

Development objective:

To strengthen the labour based technology contracting capacity in Tanzania to enhance local participation in road rehabilitation and maintenance contracts within the Local Government Authorities.

Immediate Objective 1:

To build the capacities of Regional and District Engineers, Technicians and small scale contractors in Lindi and Mtwara Regions to manage labour based contracts for rehabilitation and maintenance of rural roads.

Immediate Objective 2:

To create employment and increase rural incomes by facilitating the transportation of agricultural commodities to the market.

Target group, tripartite partners and stakeholders

The direct recipients: Youth, men and women engaged in agriculture in the rural areas, Local Government Technicians and Engineers in Mtwara Region and small-scale civil contractors.

The responsible Government institutions: The Prime Minister's Office (Regional Administration), Ministry of Works, TANROADS Regional Managers for Mtwara and Lindi Regions, the Appropriate Technology Training Institute (ATTI) in Mbeya, Contractors Registration Board (CRB), and Local Government Authorities (LGAs) in Mtwara and Lindi Regions. The Government has been involved at the central and local levels by promoting the National Employment Policy and the Decent Work Agenda. The employers' association (Association of Tanzania Employers) and trade unions (Trade Union Congress of Tanzania) have been involved in programme design, implementation, and monitoring.

The partners: This project is part of a ONE UN Joint Programme. The participating UN Agencies are: ILO, UNDP, FAO, UNIDO, UNESCO, UNIFEM, WHO, and WFP.

Results achieved and impact

The project has been completed in Mtwara Rural District with the following achievements:

- Seven kilometres of road targeted for this phase have been rehabilitated by the project.
- Seven contractors and their 38 staff members have been trained on the technology. Some 20 regional and district technical staff also attended the training.
- Some 1,296 person days of employment were created in 28 days of field training from recruitment of the labour force, 35 per cent of these were women. More local contractors' participation in roads projects is expected, thus offering more opportunities of jobs and income generation in their areas of work.
- There will also be improved rural-urban access, facilitating the transportation of agricultural commodities to markets leading to economic growth and poverty reduction.
- The Regional Manager of TANROADS Mtwara has promised to allocate jobs to the contractors in the next financial year to ensure that the acquired technology will be sustained.

Contribution to policy development

Given the benefits of employment creation, income generation and SME development for local economic development and poverty reduction, there are a number of national and global initiatives and policies in support of the adoption and expansion of the labour based technologies initiatives. These include, amongst others:

- The National strategy for Growth and Poverty Reduction (MKUKUTA II) and MKURABITA (Property and Business Formalization Programme) which takes into account the Millennium Development Goals (MDGs) and recognises the use of labour-based technologies for rural roads construction, rehabilitation and maintenance as a route to poverty reduction.
- The Social Action fund has received US\$150 million from the World Bank (2005–2010) to cover all the 125 local government authorities. Some US\$120 million are allocated to the National Village Fund for implementation of social economic infrastructure projects which are highly suitable to labour-based technologies applications through small-scale and community-based contractors. The Contractors Registration Board (CRB) is now planning and working on registration of Community Based Contractors.

Potential for upscaling and replication

Upscaling the use of labour-based technology for employment creation, income generation, enterprise development and improved rural urban market access is one of the key activities of the UN Joint Programme in the targeted regions of Mtwara and Lindi.

Since 1992, the National Construction Council has been involved in training contractors for labour-based technologies under various donor-supported programmes. The Ministry of Works (MoW) has also set up an Appropriate Technology Unit at the ministry level and a training Institute in Mbeya with support from the ILO. These facilities are available for the training programmes.

- The MoW, TANROADS (Tanzania Roads) and the Road Fund Board, as well as the Construction Industry Policy and Transport Policy, do recognize the need for the promotion of labour-based technologies for employment creation in the roads sector.
- The Road Fund Board and TANROADS have a performance agreement requiring at least 20 per cent of regional and rural roads contracts be carried out by application of labour-based technology.
- The MoW and the Prime Minister's Office launched a four-year programme on upscaling labour based technology in October 2004.
- The Contractors Registration Board is registering a special class of labour-based technology and community contractors for formal recognition in awarding contracts.

Website:	www.ilo.org/public/english/region/afpro/daressalaam/index.htm
Source of funds:	One UN Fund
Timeframe:	2007 to 2011
Contacts:	ILO Country Office for Tanzania, Kenya, Uganda and Rwanda, daressalaam@ilo.org

Madagascar

13. Employment promotion through labour intensive approaches

Over the past thirty years, social indicators in Madagascar have decreased by half. Today, the percentage of children finishing primary school is 47 per cent, lower than the average literacy rate of 68 per cent! Madagascar's school system suffers from structural weaknesses. School cycles are often incomplete, there are not enough classrooms and teachers have limited qualifications, and rural schools are isolated. Policies related to school construction are not implemented. There is a risk, therefore, that the majority of Malagasy children will not receive a quality education by 2015.

In 2005, the Malagasy Ministry of Education and Scientific Research (MENRS) renewed its strategy for the development and reform of the education sector. The new plan, called "Education for All" foresees an improvement of the school infrastructures, including more primary and secondary schools, and to improve the quality of education by hiring and training more teachers.

In this framework, the ILO has implemented several labour intensive projects across Madagascar to create employment and reduce poverty through construction and rehabilitation of primary schools and communal roads. This success story is a compilation of several such projects implemented by the ILO in Madagascar since 2008.



The Strategy

The main strategy of the various projects has been to promote labour intensive approaches rooted in the following principles:

- Construction of rural infrastructure adapted to the local needs.
- Adoption of a participatory approach through the participation of school pupils' parents associations and the district council in the construction and maintenance works.
- Partnerships with the decentralized services of the Ministry of Education, local operators and stakeholders in the identification of the beneficiary schools.
- Employment creation in rural areas to combat poverty.
- Priority given to school construction in districts where classes and schools are missing.
- Additional constructions of schools for implementing the "Education for All" reform.
- The school construction programmes are implemented in line with the Ministry of Education norms and also through a "sub-contracting" and community-based approach, with the participation of local communities and enterprises.
- Transfer of the contracting ownership from the Ministry of Education to the district department in charge of schools (CISCO), a decentralized service.
- Monitoring of the construction programmes by a steering committee chaired by the Ministry of Education.
- Gender equality is an important concern of the project. Contracts with enterprises specify the obligation to respect International Labour Convention No. 100 (Equal Remuneration) and No. 111 (Non-discrimination).

Project objectives:



Target groups, tripartite partners and stakeholders

The direct recipients:

- Children of the constructed or rehabilitated schools;
- school pupils' parents associations which are trained and supported to execute daily maintenance of the infrastructures;
- the local government (decentralized) entities;
- young unemployed or under-employed people in the targeted rural zones who are hired in the construction sites;
- enterprises at the local and regional levels that will be executing the investment work.

The partners:

- Small and medium-sized enterprises;
- the private association *Micro-réalisation/Haute Intensité de main d'oeuvre*. It is one of the implementing partners of the project and manager of the works programme (bids management, programming and monitoring of the works);
- the unit in charge of technical support of the government reform programme “Education for All”;
- Ministries of Education and Decentralization;
- decentralized territorial entities;
- UNICEF.

Results achieved and impact

Since 2008, the following concrete results have been achieved:

- The rate of children in full-time education has increased and the conditions of primary schools have improved through the construction of 128 schools and 406 equipped classrooms.
- Fifty SMEs were directly involved in the project implementation through work contracts.
- Young unemployed or under-employed people in rural areas got employment opportunities in the construction sites. 2,572 jobs were created in labour intensive works.
- The efficiency of the enterprises participating has improved through capacity reinforcement.
- The newly established maintenance committees (266 in total) of the school pupils’ parents associations provide maintenance of the new buildings.
- The quality of education is improved through the creation of six pedagogical resource centers.
- The effectiveness and efficiency of the decentralized District Departments are improved through reinforcement of their capacities in contracts and local budget management. Therefore, sustainability of the actions is ensured.
- Life conditions of the population in the intervention areas of the Anosy Region are improved through the construction and rehabilitation of rural infrastructures such as irrigation channels, feeder roads, and wells.
- The workers benefiting from the projects are protected against HIV/AIDS through prevention and information training.

Contribution to policy development

The ILO projects have contributed to achieving national development priorities, such as the following outcome of the third UNDAF 2008-2011: “The population of the most vulnerable areas receive a quality and fair education”. During the last UNDAF review for Madagascar, in 2010, the labour-intensive approach was included as a specific outcome. Furthermore, the labour intensive approach is now adopted by SMEs and civil engineering firms. A Training Center on Labour intensive methods was created and is now financially independent.

Potential for upscaling and replication

The relevance and impact of labour intensive projects have been demonstrated throughout the years. There is also a strong potential for replicating such projects. A prerequisite for success, however, is that the project has to be integrated into a local development and value chain strategy in order to benefit the local population.

Source of funds:	The Government of Norway, UNICEF and Direct Trust Fund
Timeframe:	2008 to 2012
Contacts:	ILO Country Office for Madagascar, Comoros, Djibouti and the Seychelles antananarivo@ilo.org

Protection and Rights



Investing in a basic social protection package for poverty reduction

Social protection for the vulnerable is key to reducing poverty; however, only around 10 per cent of Africa's labour force, principally those in the formal economy, are covered by statutory social security schemes, mostly old-age pensions. Extending social protection is an investment that has a very high return in terms of both poverty reduction and raising the productivity potential of the work force. ILO research on a number of African countries shows that universalizing old-age pensions and child benefits for school children and orphans could reduce poverty by as much as 40 per cent while requiring a financial transfer representing only 3.5 per cent of the GDP.⁸

⁸ ILO: *Decent Work Agenda in Africa 2007–2015*, adopted at the Eleventh African Regional Meeting, April 2007.

Africa (Regional)

14. Strengthening the financial governance of social security systems (QUATRIN Africa)

The strategy

Social security is a fundamental human right recognized in numerous international instruments, including the *Declaration of Philadelphia*, the *Universal Declaration of Human Rights*, and the *ILO Declaration on Social Justice for a Fair Globalization*. However, the exercise of the right to social security and social protection is denied to vast numbers of people in Africa because of the limited coverage of existing schemes in many countries on the continent. In most sub-Saharan African countries, less than 10 per cent of the population have access to any form of social security.

The governments of Africa agreed in 2007 at the ILO's 11th African Regional Meeting that 'the construction of durable social security systems requires a national and long-term commitment'. The enhancement of coverage and effectiveness of social protection for all is one of the four strategic objectives of the ILO's Decent Work Agenda. The critical importance of extending and strengthening social protection was underscored in the *Global Jobs Pact* adopted by the International Labour Conference in June 2009.

Effective governance of social protection schemes – in particular their effective financial governance – is an essential prerequisite for the enhancement of the coverage and effectiveness of social protection.

QUATRIN Africa is a results-oriented project designed to strengthen the capacity of African countries to plan and manage social protection systems that respond to the needs of their populations and that are financially sustainable.

Development objective:

More effective and better managed social protection systems.

Immediate Objective:

To strengthen the capacity of African countries to plan and manage social protection systems that respond to the needs of their populations and that are financially sustainable.

Target group, tripartite partners and stakeholders

The direct beneficiaries are social security "governors" – members of tripartite boards of directors of social security institutions, executives of those institutions, senior decision-makers in national ministries such as labour and finance, and officials of organizations representing employers and workers; managers of social security institutions, and financial specialists in institutions and government ministries responsible for social security, such as financial analysts, actuaries, and officials. The partners are the University of Mauritius and the International Training Centre of the ILO (ITC-ILO).

Results achieved and impact

A series of seminars for social security governors. Six one-week seminars have been held, involving more than 200 social security "governors" from 27 African countries – Angola, Benin, Burkina Faso, Burundi, Cameroon, Cape Verde, Democratic Republic of Congo, Ivory Coast, Gambia, Ghana, Guinea, Kenya, Lesotho, Madagascar, Morocco, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, South Africa, Togo, Tunisia, Uganda, and Zambia. Seminars have been held in French, English, and Portuguese.

The development of a book entitled *Governance of Social Security Systems: A Guide for Board Members in Africa*, and an accompanying training manual. The *Guide* is available in paper and electronic form in English and French and in electronic form in Portuguese and Arabic. More than 3,000 copies of the paper version have been distributed. Copies of the *Guide* and training manual are available from the International Training Centre of the ILO.

The establishment of a Master of Science (MSc) Programme in Social Protection Financing at the University of Mauritius. This one-year programme, the first of its kind in Africa, began in August 2010 and is offered in English and French. Thirty-two students are enrolled from eight African countries. Lecturers come from the ILO, the University of Mauritius and Maastricht University in the Netherlands, which has offered a similar programme since 2001. The first cohort of 32 students from eight African countries graduated in June 2011. The 2011–2012 entry has attracted applications from 60 candidates in 21 countries. UNICEF has expressed interest in a partnership which could see a French-language MSc programme offered at a university in West Africa starting in 2012, and the Ministry of Labour, Employment and Social Security in Algeria has initiated actions towards establishing a similar programme in Algeria for North and French-speaking Africa.

Contribution to policy development

The project is enabling decision-makers in government and the social partners to better understand their roles in social security governance and to make more informed decisions about the future of their countries' social protection schemes. QUATRIN Africa is also equipping managers and financial specialists to provide decision-makers with the data and analysis required to properly manage social protection schemes and to guide their evolution and expansion. In so doing, it will lessen the need for outside consultants and create enhanced national capacity.

Potential for upscaling and replication

The outcome of QUATRRAIN Africa: more effective and better managed social protection systems, will continue beyond the three-year lifespan of the project in the form of the ongoing MSc programme at the University of Mauritius, the possible establishment of a comparable programme in French at a university in West Africa and in Algeria, and tangible tools such as the *Guide* and training manual.

Website:	http://quatrain-africa.itcilo.org
Source of funds:	The Government of Germany
Timeframe:	2010 to 2013
Contacts:	ILO's Regional Office for Africa, addisababa@ilo.org

Mozambique

15. Building a social protection floor



Angelina Joaquim Mate lives in the city of Matola, located in a rural area in the south of Mozambique. Angelina lives with her eight-year-old great-grandson Alberto in a small room. “I am living with my great-grandson because his parents are working in South Africa.” When asked about how she survives, she stated, “before I began receiving the money from the PSA (cash transfer programme) I was living on charity from friends and neighbours. Then I learned about the programme when talking with my neighbours who were already receiving benefits and heard the local official (*permanente*) publicizing it. I went to see the *permanente*, told him about my situation, filled out the form and provided a photocopy of my identification card. A few days later the *permanente* came to my house to see

my situation and sent the documents to the INAS. I get only 100 Meticaís (approximately US\$ 2.85) because I have not registered my great-grandson as part of my household. He has no papers yet. I use the money to buy maize, I turn it into flour at home and I then sell it in a stand in front of the house. I'm happy with the PSA, but I think it is too little, it would be good to increase the amount.”

The strategy

Mozambique is a low-income country with high levels of poverty, informal, and rural labour. It is a country seriously affected by HIV and AIDS and exposed to climatic shocks and crises such as floods and droughts. This context, coupled with the limited capacity of national institutions to deal with such shocks, as well as low public expenditure in the social protection sector (0.2 per cent of GDP), account for the large proportion of the poor and vulnerable population that is still excluded from the existing social protection system. Additionally, the vast number of development partners providing support to the government in the field of social protection is a challenge for the provision of a coordinated, coherent, and effective assistance.

In May 2008, the Mozambican Minister of Social Affairs addressed a request to the ILO for assistance in designing a Social Protection Floor (see box below). ILO responded through the STEP Portugal project (“Strategies and Tools against Social Exclusion and Poverty”), a technical cooperation project that works to improve public policies and strengthen institutional capacity for the extension of social protection in Portuguese-speaking African countries.

The Social Protection Floor

Recognizing the strategic importance and necessity of ensuring universal social protection, the United Nations System’s Chief Executives Board adopted in April 2009 the Global Initiative for a Universal Social Protection Floor (SPF-I) as one of nine initiatives in response to the financial crisis.

The Social Protection Floor is a UN initiative, led by the ILO and WHO, that pursues a normative approach to social protection that includes:

1. A basic set of essential social rights and transfers, in cash and in kind, to provide a minimum income and livelihood security for all and to facilitate effective demand for, and access to, essential goods and services.
2. The supply of an essential level of goods and social services such as health, water and sanitation, education, food, housing, life and asset-saving information that are accessible to all.

For more information: <http://www.ilo.org/public/english/protection/spfag/socialfloor/index.htm>

STEP contributes to the implementation of the Social Protection Floor in Mozambique, mainly by strengthening the capacity of national public institutions responsible for elaborating and implementing social protection policies and for coordinating the assistance provided by international development partners in this field. Project interventions are organized along the following lines:

- Supporting the implementation of the National Strategy for Basic Social Security and associated new programmes, notably productive social assistance programmes and regular cash transfers to vulnerable groups.
- Strengthening capacities for improving efficiency in the delivery of social protection benefits at national and local levels.
- Strengthening coordination and alliances among external partners.
- Increasing the profile of social protection in national development frameworks.
- Promoting higher investment of fiscal resources in social protection.

Development objective:

To contribute to the extension of social protection, reduction of social exclusion and increased access to decent jobs in Mozambique.

Immediate Objective:

By the end of the project, Mozambican institutions involved in the extension of social protection will be more efficient through having gained new capacities, adequate definitions of policies and programmes, effective management and implementation methods and better coordination capacities at the national level.

Target group, tripartite partners and stakeholders

The direct recipients: National public institutions responsible for elaborating and implementing social protection policies.

The ultimate/indirect beneficiaries: Basic social security programmes are aimed at the poorest and most vulnerable population in the country, including elderly women and men, orphans and vulnerable children, people with disabilities, the chronically ill, women heads of poor households, workers in the informal economy living in urban and rural areas, and all people affected by HIV/AIDS. It is estimated that the number of elderly poor in Mozambique represent 486,000 people (54 percent of the total population of elderly).

The responsible Government institutions: The counterpart institutions of the project are the Ministry of Women and Social Action and the Ministry of Labour. Other key national partners include the Ministry of Planning and Development, the Ministry of Finance, the National Institute of Social Action (INAS) at central and provincial levels, and the National Social Security Institute (INSS).

The partners: UNICEF, DFID, the Embassy of the Netherlands, the World Bank and the IMF.

Results achieved and impact

STEP has taken a prominent role in coordinating intervention from various development partners involved in social protection in Mozambique. This has happened through: a) its participation, together with other UN Agencies, in preparing the UNDAF (2011-14); b) its participation as Chair of the PRSP Social Action Group in 2010, with representatives of the government, international partners and civil society organizations; and c) its participation in the group to support the Food Subsidy Programme comprised of the Ministry of Women and Social Action, the National Institute of Social Action, UNICEF, DFID and the Embassy of the Netherlands.

In terms of the extension of basic social security, Mozambique has experienced a gradual increase in the coverage of the Food Subsidy Programme, although this coverage is still insufficient when compared to the needs of the country. It is estimated that the number of beneficiaries of this programme had increased from 170,000 people in 2009 to 217,000 people in 2010 (63 per cent women and 37 per cent men). The Government expects coverage to reach 252,000 people by the end of 2011. If confirmed, this forecast represents an increase, in five years, from about 96,000 in 2006 to 252,000, or 162 per cent.

Among the results achieved are the adoption in 2010 of the National Strategy for Basic Social Security (2010-14); the development of the National Institute of Social Action; and markedly increased coordination between national and international actors involved in the social protection field. STEP supported the strategy design and the regulation for basic social security by providing technical assistance on policy options, costing and impact modeling, training, and support for policy dialogue among key stakeholders.

Contribution to policy development

The project supported the design of the current National Strategy for Basic Social Security and contributes to its implementation at the national level. Its participation in drafting Mozambique's Poverty Reduction Strategy Paper for 2010–14 was important and the project has supported the preparation of Mozambique's Decent Work Country Programme, where the extension of social protection emerges as one of the priorities. In addition, STEP has been involved in designing the country's response to the food price crisis following a request to the United Nations by the President of Mozambique.

Potential for upscaling and replication

The experience of STEP in Mozambique has evoked considerable interest from other international development actors present in Mozambique. As an example, the World Bank requested that the project share its experiences and lessons with international partners involved in a similar process in Angola. The experience of Mozambique has also been identified as one of the most successful social protection floor experiences globally, and is one of the pilot countries for joint ILO and IMF work in this field.

Website:	www.stepportugal.org www.mmas.gov.mz www.inas.gov.mz/index.php
Source of funds:	The Government of Portugal
Timeframe:	2009 to 2012
Contacts:	ILO Country Office for Zambia, Malawi and Mozambique, lusaka@ilo.org

Cape Verde

16. Social protection to improve the quality of life of the poor elderly and disabled

Luísa Oliveira Marques is 81 years old and lives on the island of S. Vincente in Salamansa, a fishing community in the northwest of Cape Verde. “I was taken by my father to his parents' homeland, the island of S. Nicolau. We had a simple life in the village of Praia Branca, I helped at home and in farming”. She had her two children very young, laughing as she says, “it was the fate of any girl to become a mother and raise children”. Her partner found work on the desert island of Santa Luzia. “In my time, a woman had no choice, she was where her father or the father of her children told her to be, but my children went to school!”

Luísa lives with a granddaughter and a great-grandson in a house with only one room and a small kitchen. She built the house with money saved from selling fish and shellfish that she fished herself. “Life was difficult, my children helped as they could, but they also had families and the sea is uncertain. I could not always count on them.”

How does Luísa live now? She promptly replies that thanks to the social pension she receives, she doesn't face as many difficulties as before: “It's not much, but my life has changed because I know I can count on the pension to buy the basics. Every day I buy goat milk from my neighbour. I can buy food and soap. I don't have to rely on charity from others. It is also less of a concern for my family. They don't have to worry because they know I will not starve. It is good to know that I have a guaranteed pension. The moment I need something, if I do not have the money, I can buy what I need on credit because I know I will be able to pay later. It is guaranteed and it gives me peace of mind because I can rely on it.”

The strategy

Since 2007, the ILO, through the STEP Portugal project (“Strategies and Tools against social Exclusion and Poverty”), has been supporting the Government of Cape Verde at the national level in its effort to extend social protection to all those excluded from existing schemes, notably workers in the informal economy and rural areas, poor people and other vulnerable groups. STEP provides support to several components of the social protection system including the ‘social pension’ that is presented in more detail below.

Although Cape Verde has experienced remarkable economic and social progress in the last decade, it still has a high poverty rate (26.6 per cent) and expanding social inequalities. The high level of informal and rural employment in the country has limited the scope of employment-based social insurance, leading to the exclusion of the vast majority of old-age people from the contributory pension system. This exclusion translated into a high poverty rate amongst old-age people. The decision by the government to create a non-contributory pension for the poor was taken to address this

problem. After the creation of several pensions on an *ad hoc* basis, the government decided to unify non-contributory pensions in one scheme to be administrated by a new institution: the National Centre for Social Pension. STEP contributed to setting-up this new institution and to strengthening the effectiveness and efficiency of pensions delivery. Efficient delivery has been considered by the government, from the outset, as a condition to invest the additional resources required for extending the coverage and increasing the value of benefits.

The project is embedded in the ILO's strategic objective on enhancing the coverage and effectiveness of social protection for all. The ILO promotes policies and initiatives for the extension of such coverage within an integrated national social protection strategy. The project contributes to strengthening the capacity of public institutions responsible for social protection. This institutional capacity building is achieved through a set of activities including technical assistance for policy design, implementation and monitoring; training for reinforcing skills and governance; facilitating access to international experience and South-South exchanges and cooperation.

In relation to the National Centre for Social Pensions, the project has reinforced the effectiveness and efficiency of delivery notably by supporting the design and implementation of the new pension information system, assisting in defining and setting new procedures, [training the staff and decision-makers at the central and provincial levels], and designing and implementing a communication plan.

Development objective:

To contribute to the extension of social protection, reduction of social exclusion and increased access to decent jobs in Cape Verde.

Immediate Objective:

By the end of the project, institutions in Cape Verde involved in the extension of social protection will be more efficient, have new capacities, adequate definitions of policies and programmes, effective management and implementation methods and better coordination capacities at the national level.

Target group, tripartite partners and stakeholders

The direct recipients: The Ministry of Social Development and Family, the National Centre for Social Pensions (CNPS), the National Social Security Institute (INPS), the Ministry of Finance, the National Statistics Institute (INE) and the Operational Unit of the Information Society (NOSI).

Project interventions are articulated and coordinated with other UN agencies in the framework of the United Nations Development Assistance Framework (UNDAF).

The ultimate/indirect beneficiaries: The social pension scheme has national coverage. It targets men and women over 60 years of age living in poverty – usually former workers

employed in the urban or rural informal economy. The scheme also targets poor people with disabilities and children suffering from chronic illnesses.

Social partners have taken an active part in drafting policy instruments, as was the case with the Charter of National Policy for Senior Citizens, completed with project support and approved in 2010.

Results achieved and impact

The social pension granted by the CNPS currently covers around 23,000 people, representing about 90 per cent of its target group. In addition, the value of the benefit, which is currently 5,000 Escudos (US\$ 65) per month, has been frequently readjusted by the Government of Cape Verde. In the period 2007 to 2010, adjustments reached 60 per cent.

Cape Verde is demonstrating that a country, even when it belongs to the low-income group (until 2008), can implement a large-scale, non-contributory pension to poor old-age people. Currently, the Social Pension Scheme of Cape Verde is one of the most successful non-contributory pension schemes in Africa.

Contribution to policy development

The project supports the implementation of the National Strategy for the Development of Social Protection and contributes to the implementation of the component on social cohesion of the national growth and poverty reduction strategy. It provides support to the formulation of national policies such as the *Carta de Política para a Terceira Idade* (Charter of National Policy for Senior Citizens).

Potential for upscaling and replication

Several Portuguese-speaking African countries have shown interest in and benefited from the Cape Verde experience with regards to pensions for old-age people who have worked in the informal economy or in rural areas. For example, in 2009, officers and technicians from the National Institute of Social Action of Mozambique visited the Cape Verde CNPS. This visit benefited from the support of ILO as part of its promotion of South–South cooperation, which is a key dimension of the project strategy.

Website:	www.mtfs.gov.cv www.cnps.cv
Source of funds:	The Government of Portugal
Timeframe:	2009 to 2012
Contacts:	ILO Country Office for Senegal, Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Guinea, Guinea–Bissau, Mali, Mauritania, Niger and Togo, dakar@ilo.org

South Africa

17. Protecting the working poor: Accessing the low-income market through microinsurance

“The target market we call Foundation and which we seek to understand and deliver to successfully through this initiative is the new mass market of the future. Not only will our presence in this segment be good for Old Mutual, it will be good for South Africa!”?

Mr. Marshall Rapiya, Managing Director, Retail Mass Market

Microinsurance targets the working poor and the vulnerable non-poor; these two segments constitute an African microinsurance market of approximately 700 million people. The annual income of this group is approximately US\$ 500 billion (World Bank, 2007). Assuming a potential for insurance expenditure levels of 5 per cent of GDP (2009 figure for South Africa), the value of the market for microinsurance in Africa is approximately US\$ 25 billion. The current outreach of microinsurance in Africa falls far short of these figures. A landscape survey conducted by the ILO’s Microinsurance Innovation Facility in 2009 found that 14.7 million lives – only 2.6 per cent of the target population – were covered by microinsurance, accounting for around US\$ 257 million in received premiums. Some insurance providers, such as Old Mutual, a South African commercial risk carrier, have seen the potential of the market and are working towards a double bottom line: implementing a viable new line of business while providing quality risk management tools to reduce vulnerability and poverty amongst low-income people.

The history of Old Mutual South Africa dates back to 1845 when the 166-member Mutual Life Association of the Cape of Good Hope was founded. In the late 1970s and early 1980s, Old Mutual cemented its entry into the so-called retail mass market. Thirty years later, this part of the business has grown to be one of the most significant contributors to both revenue and profit. In 2007, Old Mutual Retail Mass Market division launched its Foundation Market strategy by setting up a distinct business unit to focus on the low-income market segment in South Africa. This project is one of the specific actions implemented by the ILO’s Microinsurance Innovation Facility (see box).

The Microinsurance Innovation Facility

The Microinsurance Innovation Facility was established in 2008 to support the extension of insurance to millions of low-income people in the developing world, with the overall aim of reducing their vulnerability to risk. The development objective of the Facility is to increase the availability of better insurance products for a greater number of low-income households.

To do this, the Facility first analyses to what extent insurance products can help low-income people to manage risk, what insurance products are appropriate and how to provide them, and how to develop an insurance culture among the poor.

The Facility works to benefit low-income people in developing countries – those who are most vulnerable to risk and least able to cope with crises – by collaborating with risk carriers such as insurance companies, semi-formal micro insurers and federations of microinsurance schemes, delivery channels such as NGOs, cooperatives, labour unions, employer associations, banks, insurance brokers and health care providers, insurance industry actors such as claim processors, technical assistance providers, training institutions, insurance associations, IT providers and database management services and researchers working in institutes, networks, universities and local resource centres.

The strategy

The Foundation Market strategy in South Africa is a two-pronged approach focusing on communities and individuals. The community approach focuses on marketing and selling funeral coverage to groups of people such as affinities, churches, savings groups, agriculture project groups, social development project groups, burial societies and villages linked to traditional leadership.

In the individual approach, together with subsidiaries, Old Mutual seeks to bring an array of financial products and services to underserved communities through one central location. The location, called a Greenshop, is constructed by the community in areas where access to financial services is limited. The Greenshop serves as a community-gathering place and one central location for the three companies to offer their products on a shared distribution platform.

From the outset, the project consults and engages with the communities selected for the *imbizo* initiative (“*imbizo*” means gathering) in order to guide the implementation and enhance the likelihood of success. The *imbizo* initiative maintains flexibility and creativity in its community-based approach to provide a suite of products and services that are most relevant to the local market. The initiative also includes a strong financial education component.

Old Mutual aims to develop a proposition for the low-income market (monthly income up to R 3,500/US\$ 460) and deliver access to a broad spectrum of financial services that is not only sustainable but provides real value to clients both individuals and communities in rural and peri-urban environments.

To test alternate distribution challenges, the project enables delivery of community based and individual product solutions. Old Mutual will test the “one-stop-shop” approach to deliver a full spectrum of financial services.

Through delivery of consumer education programmes, the project seeks to improve the financial literacy of the low income market and stimulate demand for an increase of appropriately designed and distributed products at the group and individual level.

Project Action Research Objectives:

Development objective:

Accessing the low income market and delivering quality insurance products in a viable manner.

Learning Objective 1:

How effective are distribution models that take account of community involvement, technology impact, salaried vs. alternate distribution agents and the differences between rural and peri-urban environments?

Learning Objective 2:

How does the financial behaviour of low-income households impact product development, marketing and distribution?

Learning Objective 3:

What is the impact of consumer education programmes on purchasing behaviour?

Target group, tripartite partners and stakeholders

The direct recipients: Old Mutual is a regulated insurance company that serves as the risk carrier for this project and uses banks, community-based organizations, and NGOs as distribution channels for the microinsurance product. Old Mutual is a trusted brand, with a strong market presence among South African consumers across all market segments.

The ultimate/indirect beneficiaries: The project targets and benefits low-income individuals and communities in peri-urban and rural areas that despite their income levels are economically active and need appropriate access to financial services. The vision is to target an outreach of 1 million clients by 2020.

Results achieved and impact

The project successfully demonstrated that:

- Community-based marketing models for microinsurance shorten the sales cycle, which was previously determined to be too long.
- Foundation market customers need conveniently placed service outlets within 20 kilometres reach (one taxi ride away).
- Extensive financial education is required to improve financial literacy and transform and ultimately improve acquisition of formal financial services. Old Mutual's financial education program, "On the Money," has been accredited by the Insurance Sector Training Authority and endorsed by the National Department of Education for use in schools.
- Group company collaboration through the *imbizo* business model facilitated access to financial services to extend beyond the Old Mutual offering. The market has access to full banking services and short term insurance products with innovations in livestock cover and building and household contents.

Potential for upscaling and replication

The project aims to reach one million clients by 2020. Potential areas for replication relate to and include:

- How community involvement can be leveraged to improve the viability of offering microinsurance.
- How to develop an effective marketing campaign for low income people.
- How to partner and deliver microinsurance with retailers.
- How to produce, deliver and monitor a multimedia educational campaign.
- How to improve client value and product viability by adapting and streamlining processes.

Website:	www.microinsurancefacility.org www.oldmutual.co.za
Source of funds:	Microinsurance Innovation Facility Innovation Grant (Bill and Melinda Gates Foundation)
Timeframe:	2009 to 2012
Contacts:	ILO Country Office for South Africa, Botswana, Lesotho, Namibia and Swaziland, pretoria@ilo.org

Tackling HIV and AIDS in the world of work

According to the Global Report on the AIDS Epidemic, in 2009 five per cent of the African population aged between 15 and 49 lived with HIV (UNAIDS, 2010). The same report indicates that in 2009 there were 1.3 million AIDS-related deaths among adults and children in Sub-Saharan Africa. While antiretroviral drugs increase working life by an average of ten years, their availability is still a challenge to many people in the region and is why prevention remains an essential tool to ensure a healthy and productive population.

Over the last years, the ILO and its constituents in Africa have focused on promoting the *ILO Code of Practice on HIV/AIDS and the World of Work*. This has proved an important component in the drive for increased awareness of ways to prevent the spread of the epidemic, supporting those living with and affected by the virus, addressing stigma and discrimination, and extending treatment.

Furthermore, a new international labour standard, the Recommendation concerning HIV and AIDS and the World of Work (No. 200) was adopted by an overwhelming majority at the International Labour Conference in June 2010. This standard is the first human rights instrument to focus on HIV and AIDS in the world of work.

In this context it is important to expand the vital work that is being done to respond to HIV and AIDS through the world of work, and this should feature prominently in the Decent Work Country Programmes that are being developed throughout the continent. This will ensure that HIV and AIDS is not dealt with in isolation from other decent work deficits but as an element to be considered in the context of to employment policies, extension of social protection, strengthening of social dialogue, and addressing fundamental rights at work.

Malawi

18. Innovative action for HIV and AIDS prevention and impact mitigation in the world of work: The case of the Malawi lake services

With HIV prevalence at 12 per cent, Malawi is one of the countries in the world most heavily affected by the epidemic.

Several workplaces in the private and public sectors, including government ministries, have developed policies and programmes that deal with issues of stigma and discrimination, in order to create an enabling environment for HIV-positive workers, and to encourage workers and employers to take a lead in providing care and support for their fellow workers and families.

The Malawi Lake Services experience has proven that HIV workplace policies can have an impact not only on workers but also on the community in which these workers live.

Malawi Lake Services is a marine company with six ships, two passenger ships and four cargo ships. The company started its operations in 1940 and was previously operated together with the Malawi Railways (currently CEAR). Its headquarters is in Monkey Bay, the region with the highest HIV prevalence in Malawi (17.6 per cent). It has ports in both Malawi and Mozambique. HIV and AIDS has severely impacted on the company to date as its workers are exposed to high-risk situations, especially during sea travel.

As part of the project interventions, both employers' and workers' representatives of the company were trained on issues of policy development and implementation of HIV and AIDS workplace programmes. The training accorded them an opportunity to meet and discuss how best employers and workers can handle HIV and AIDS issues in the workplace following issues highlighted in the national policy. A steering committee was formed by the company which included representatives of the employers and workers and had terms of reference which specified the need to collaborate with workers and government on the implementation of HIV and AIDS workplace programmes.

The strategy

The project intervention strategy comprises two levels: the national level for policy development, and the enterprise level where policies are translated into action which reach the beneficiaries.

In collaboration with UNAIDS, additional resources were sourced from the One UN Fund in Malawi to help complete the process of formulating of the National HIV and AIDS Workplace Policy using the ILO Code of Practice on HIV and AIDS and the World of Work and the recently-adopted Recommendation Concerning HIV and AIDS and the World of Work (No. 200).

Through dialogue, discussions were held with the tripartite constituents and training on workplace policy development was conducted for relevant stakeholders.

The project assisted pilot companies, such as Malawi Lake Services, to develop and implement HIV and AIDS workplace policies and a behaviour change communication (BCC) programme. The project has created an enabling environment for workers and their families to talk about HIV and AIDS through community involvement.

Project objectives

Development Objective:

To reduce HIV infection risk behaviour among targeted workers and reduce the level of employment-related discrimination against persons living with HIV and AIDS.

Immediate Objective 1:

To prevent the transmission of HIV among workers.

Immediate Objective 2:

To mitigate the impact of the epidemic on workplace productivity.

Immediate Objective 3:

To assist enterprises to comply with the Malawian Law on the prevention and control of HIV and AIDS.

Target group, tripartite partners and stakeholders

The ultimate/indirect beneficiaries: Targeted enterprises; workers and their families, including the surrounding communities of the selected workplaces.

The direct recipients: The Ministry of Labour, Ministry of Transport, employers' organizations (Employers' Consultative Association of Malawi) and workers' organizations (Malawi Congress of Trade Union).

The partners: UNAIDS.

Results achieved and impact

Malawi Lake Services started engaging with its workers on HIV and AIDS-related issues by creating a platform for dialogue. Among the issues that were raised was the need for the surrounding community to be sensitized and informed of the risks and dangers of HIV and AIDS, including how to collaborate to provide care and support for people living with HIV and AIDS as well as preventing the further spread of the disease.

The company developed an open policy where staff members were encouraged to conduct HIV and AIDS sensitization activities at the company premises on specific days, during working hours. This provided an opportunity for workers to develop a strong team of peer educators. The manager of the company became a focal person for HIV and AIDS in the company and participated in the company drama group called the Marine HIV and AIDS Drama Group.

As a result of this enabling environment, more workers were able to contact HIV and AIDS services, thereby exercising their right to access care, treatment and support. The HIV and AIDS steering committee also engaged with local chiefs to come up with a strategy on how to engage the community in HIV and AIDS activities.

Through the peer educators, the company introduced outreach programmes to reach the communities with messages about HIV and AIDS through drama, poems, dances, and songs. This has become part of the company's Behaviour Change Communication Programme that enables the company to reach out to the family of workers and other members of the community where it operates. Since this programme started, the workers and their families have opened up to discuss issues of HIV and AIDS and many people have been referred to voluntary counselling and treatment, which is conducted within the community government clinics. To date, they have reached over 5,000 people with their HIV and AIDS messages, which include prevention, care, and support.

Contribution to policy development

Regional meetings were organized to come up with a draft National HIV and AIDS Workplace Policy. This draft was discussed in several participatory and consultative meetings concluded at the highest level with the participation of Principal Secretaries of Government Ministries and chaired by the Chief Secretary in the Office of the President.

This National HIV and AIDS Workplace Policy has become a standard national document that enterprises use, both in the private and public sectors, to develop their own sector-specific or enterprise level workplace policies.

Potential for upscaling and replication

The workplace is a gateway to access HIV and AIDS prevention, treatment and care. Many people in the community are benefiting from workplace interventions including information on consistent and correct use of condoms, abstinence, the importance of voluntary counselling and testing, and also the importance of the need to support HIV and AIDS affected workers and members of their families and community.

In this particular case, an enabling environment for HIV and AIDS interventions was created and reinforced by the existence of national policies developed in a consultative and participatory approach with the involvement of the tripartite constituents of the ILO and other strategic partners at the national level.

Source of funds:	The Government of Sweden through the Swedish International Development Agency (SIDA)
Timeframe:	2006 to 2010
Contacts:	ILO Country Office for Zambia, Malawi and Mozambique, lusaka@ilo.org

Ghana

19. Reaching the hard to reach:

An expanded and comprehensive response to HIV and AIDS in the workplace: Focusing on the informal economy

“If only I had gotten the opportunity to attend a training of this nature about a year or more ago, I would have been in the position to support my older sister and I am sure her son and my nephew would have still been alive. This training has been extremely useful to me and I have a better understanding of the AIDS virus.”

Ms. Angela Peace Worname (Accra, Ghana)

“I have been living in fear of HIV because I didn’t know my status and I have always wanted to test but felt the cost would be very expensive. Thank God! Because of this workshop, I have tested. I tried to convince my wife but she was adamant, but I am sure I will be able to allay her fears and convince her to test very soon.”

Mr. Elder Amponsah (Accra, Ghana)

The strategy

Many youths find themselves in apprenticeships where they are away from family safety nets and face the challenge of making a living. This increases their vulnerability to HIV, also due to a lack of adult supervision and control.

Furthermore, the lack of employment opportunities in rural areas fuels rural-to-urban migration, resulting in many youths migrating from these areas in search of casual work, and they make up the bulk of the migrant construction and agricultural workforce. These workers often have a low level of in-depth HIV and AIDS knowledge. Health services are limited and expensive for such workers, who do not access medical treatment from orthodox medical practitioners until they are in the advanced stages of AIDS; from these circumstances stems the need for a focus on the informal economy trade associations.

To achieve the above goals and objectives, an integrated model that brings together major stakeholders will enable the agencies/actors involved to reach a larger group of the population at high risk than what was previously possible. These partners include the Ministry of Employment and Social Welfare (MMWE), Ghana Employers’ Association, Ghana Trade Union Congress, Ghana Business Coalition against HIV and AIDS, and informal sector trade associations. The responsible government institution and principal recipient of funding from the Global Fund Round 8 is the Ghana AIDS Commission. ILO and GIZ (previously GTZ) provide technical assistance, coordination, monitoring (both financial and technical), and oversight of interventions. The thrust of this project is to further mobilize workplace infrastructures to support the national HIV and AIDS response in Ghana. It aims at expanding action in the world of work in Ghana to reach district-level stakeholders and informal economy workers. These groups will benefit from prevention



programmes and referral systems to voluntary counselling and testing, care, and support services for themselves and their family members.

The project provides valuable assistance to ensure Ghana's National Workplace HIV and AIDS Policy trickles down to workers and translates into concrete actions at workplaces. To do so, the project aims to expand workers' access to prevention, treatment, care, and support and enhance their prospects for continued gainful employment. It uses the existing and well-functioning infrastructure of the ILO International Workplace HIV and AIDS Education Programme and the ongoing collaborative arrangements with the Ghana Employers' Association, the Ministry of Social Welfare and Employment, informal economy actors and workers' organizations as well as the network of non-governmental organizations (NGOs) trained by the project on behaviour change communication for the workplace.

The ILO is contributing to the implementation of Round 8 of the *Global Fund to fight Aids, Tuberculosis and Malaria* by offering technical assistance and hands-on training to ILO constituents for policy development and programme implementation. To date, the Ghana Employers' Association and the Ghana Business Coalition on HIV and AIDS have been supplied with over 150 toolkits to enable trained peer educators to offer comprehensive education to their workmates. The ILO thus supports ongoing work within the target enterprises through reinforced action to expand access to treatment, care and support.

A dual approach is pursued: a) mobilization of in-house services at enterprise level; b) linkages with community-based services through the support of collaborating NGOs. Specifically, peer educators trained under the project are given referral forms to link up colleagues identified with sexually transmitted infections (STIs) to access treatment at public health facilities.

The above approach, which is endorsed by the ILO's tripartite constituents who are also participating in the project, enables companies with an existing medical infrastructure to also extend services to the surrounding communities where they are located. It provides

for the development of sustainable programmes through its emphasis on advocacy and communication of best practices, the integration of HIV and AIDS concerns into collective bargaining agreements, and sound monitoring and evaluation of project implementation.

An integrated model has thus been developed to provide a comprehensive response to HIV and AIDS in the workplace: The project brings together the major stakeholders involved in order to reach a larger group of the high-risk population than was previously possible.

Project objectives

Development Objective:

Reduced levels of employment-related stigma and discrimination against persons living with HIV, as well as risky behaviours among targeted workers.

Immediate Objective 1:

To address Gaps identified in the national response to HIV / AIDS to ensure that the national policy framework is conducive to workplace prevention and protection of the rights of most at risk workers.

Immediate Objective 2:

Informal economy workers and organised labour launched effective and sustainable prevention education and behaviour change programmes for the most at risk workforce and those in high risk geographical areas, Locales and surrounding communities.

Target group, tripartite partners and stakeholders

The direct recipients: Informal Sector Trade Associations

The ultimate/indirect beneficiaries: Members of the informal economy. In Ghana, 86 per cent of the workforce are young people in the informal economy.

The responsible Government institution: Ghana AIDS Commission

The partners: Ministry of Employment and Social Welfare (MMWE), Ghana Employers' Association, Trade Union Congress, Ghana Business Coalition Against HIV/AIDS, Informal Sector Trade Associations and GTZ.

Results achieved and impact

More than 15,000 informal workers have been reached with HIV information, through training and awareness raising activities. The project achieved the following concrete results:

- Formation of workplace committees to deal with HIV and AIDS issues within the informal sector unions.

- Promoting at enterprise and community levels behavioural change communication and behavioural change intervention: condom use, voluntary counselling and testing (VCT), prevention of mother-to-child transmission.
- Sensitization of trade association leaders on stigma and discrimination, and provision of healthy work environments.
- Taking free VCT services to the doorstep of informal sector workers to facilitate access.
- Provision of technical assistance to facilitate organizational systems strengthening for informal economy players. This means that participating enterprises made a commitment to have their leaders sit on the informal sector steering committees; and in so doing, the informal trade associations are strengthened in governance. In addition, networking is fostered as groups met together at the steering committee level.
- Strengthening the monitoring and evaluation capacity of informal trade associations and small and medium-size enterprises to facilitate accurate documentation, collation, and reporting of verifiable data on the number of workers reached by HIV services (education, counselling and testing, STI treatment/referral, treatment, protection of rights, etc.)
- Provision of technical assistance to public and private sector organizations for workplace HIV and AIDS policy and programme development.

Contribution to policy development

The project has facilitated policy responses to provide an adequate legal framework for protecting infected workers by involving workers in policy development, dialogue and implementation. There is now an overarching HIV policy for the sector from which forty individual policies have since been developed.

Potential for upscaling and replication

A framework for replication of project achievements has been developed by the documentation of “best practice” information exchanges with the established network of private sector organizations.

There is great potential for upscaling project interventions in terms of numbers of beneficiaries.

Website:	www.ilo.org/aids/Projects/lang—en/WCMS_154221/index.htm
Source of funds:	The Global Fund to Fight AIDS, Tuberculosis and Malaria
Timeframe:	2005 to 2014
Contacts:	ILO Country Office for Nigeria, Gambia, Ghana, Liberia and Sierra Leone, abujareg@ilo.org

Africa's children must go to school not work

“Child workers are often exploited with little or no pay, long hours of work, and no social protection. They are trafficked and forced into armed conflict. They suffer from exposure to activities that pose immediate and long-term danger to their health and development. Child labour prevents or disrupts children’s education, denying them opportunities for acquiring knowledge and developing their potential to compete in the labour market. Moreover, the consequences of child labour go well beyond the infringement of the child’s fundamental human rights. Child labour perpetuates a vicious cycle in which poverty is transmitted from one generation to the next. It constitutes a serious impediment to the implementation of strategies for poverty reduction, employment creation and education and training programmes.

Underlying the high incidence of child labour in Africa are formidable challenges such as armed conflict, the persistence of widespread and chronic poverty, the large proportion of out-of-school children and the effects of HIV and AIDS. These factors are compounded by rapid population growth and the burden it places on the provision of quality education for all girls and boys, skills development for young people and the generation of decent jobs for a rapidly growing labour force.”⁹

⁹ ILO: *Decent Work Agenda in Africa 2007–2015*, adopted at the Eleventh African Regional Meeting, April 2007.

Kenya

20. Adopt a school: Corporate Social Responsibility for combating child labour

Since 1992 the Federation of Kenya Employers (FKE) has partnered with the ILO International Programme on the Elimination of Child Labour (IPEC) in campaigning against child labour in Kenya. FKE has succeeded in capacity building and facilitating FKE member companies to have comprehensive programmes barring child labour at their establishments.

A primary challenge in the fight against child labour in Kenya is the large informal sector and the heavy reliance on subsistence agricultural production. These are sectors not directly under the influence of FKE, the membership of which is largely drawn from formal sector organizations. The key question when designing the action programme with FKE for Tackling Child Labour through Education (TACKLE) was how employers, having effectively addressed the formal sector, could meaningfully support ongoing campaigns against child labour in the informal sector.

Evaluations of child labour programmes have shown that household poverty is the main reason that children leave school early to take up paid work. Studies have also shown that provision of meals in school immensely attracts and retains children in school. These findings influenced the design of the “adopt a school” initiative.



Kenyan children receiving lunch at school

The strategy

The objective of the “adopt a school” initiative is to foster sustainable Corporate Social Responsibility on the elimination and prevention of child labour. The initiative was initiated with funding from a larger IPEC project in Kenya, TACKLE (see box below). Funds have gone towards initiating school-based income-generating and school-feeding projects. Once schools have identified viable projects, FKE commences the process of connecting the school with a company close to the school, and in some instances companies in the city have also supported rural schools.

TACKLE

The International Labour Organization, through its International Programme on the Elimination of Child Labour (IPEC), and with financial support from the European Commission (EC) – and in agreement with the Committee of Ambassadors of the African Caribbean and Pacific (ACP) Group of States – launched a project in 2008 on Tackling Child Labour through Education (TACKLE). The four-year project is being implemented in 11 ACP countries, including Kenya. The project is designed in line with a strategic partnership signed between ILO and the EC in 2004, which aims to reinforce ILO and EC efforts to reduce poverty and improve labour conditions in developing countries. TACKLE was launched in Kenya in July 2008.

School management and teachers have been sensitized on child labour and on the “adopt a school” strategy. Schools have also been trained on project proposal writing, while FKE has circulated information on the concept to all its members as a way of creating awareness among employers. A total of 13 schools in five districts are targeted under the project. So far, all schools have started various activities to address school feeding, ranging from farming, to diary keeping, and school canteens.

Project objectives

Development Objective:

To strengthen the capacity of national and local authorities in the formulation, implementation and enforcement of policies to tackle child labour in coordination with social partners and civil society.

Immediate Objective 1:

Country level legal framework prepared or strengthened where already in place.

Immediate Objective 2:

Strengthened institutional capacity leading to improved ability to formulate and implement child labour strategies.

Immediate Objective 3:

Targeted actions to combat child labour designed and implemented.

Immediate Objective 4:

Improved advocacy and dissemination of good practices to enhance knowledge base and networks on child labour and education.

Target group, tripartite partners and stakeholders

The direct recipients: The Federation of Kenya Employers and identified schools.

Corporate institutions who are members of FKE. Indeed, “adopt a school” is an initiative whereby companies that are members of FKE are encouraged to associate with a school by way of assisting it and partnering with it to address barriers that often prevent or push children out of class. The approach is founded on the principles of Corporate Social Responsibility.

The initiative targets children in primary and secondary schools identified for support under the TACKLE child labour project. A total of 11 primary schools and two secondary schools spread across five districts in Kenya are benefiting from the “adopt a school” initiative. The Federation of Kenya Employers identified the schools using the poverty index and in liaison with Government officers in the Ministries of Education, Children and Labour. Targeted children are from extremely poor families. FKE also directly supported a total of 450 children (250 girls and 200 boys) who received school uniforms and benefitted from income-generating initiatives at the school level.

Results achieved and impact

Typical of any innovation, the emerging project results are a mix of successes and challenges. A classic example of success is that of Kaptait Primary School in the Uasin Gishu District, Rift Valley Province. The school has an enrolment of 367 pupils (184 boys and 183 girls) in primary classes, and an additional 58 children (26 boys and 32 girls) in pre-school classes. FKE provided direct support to 40 children only, but the intervention put in place under the “adopt a school” initiative is benefitting all the children enrolled in both the pre-school and primary school.

The school is a particular success story through the initiating of a school-feeding programme. Upon receipt of 50,000 Kenyan Shillings (approx. US\$ 610) from FKE for a school-feeding programme, the school management decided to invest the money in a five-acre school farm. The school partnered with local businesses for support with farm equipment. The resources given to the school were used to buy farm supplies like fertilizers, maize seeds, and fencing materials. The school harvested a total of 11,700 kilograms of maize worth US\$ 2,695, and fetching an approximate return of 22.6 per cent on the initial investment.

A third of the maize produced was kept aside for school feeding while the rest was sold by the school to raise money. The parents agreed to contribute beans to promote the school lunch programme. Since September 2010, all the 425 pupils have had their daily lunch at school.

Money earned through the sale of excess harvest was used to improve the school environment. The school financed the excavation and construction of a toilet block for the primary school pupils. Meanwhile, the school lunch programme meant that children did

not have to go home during the day for lunch, which freed their parents' time to concentrate on daily livelihood activities. The Kaptait Primary school's head teacher noted that classroom attendance and concentration had improved, and that this was bound to improve learning outcomes due to increased teacher-pupil contact. The sustainability of the project is assured since the school has sufficient funds to buy farm inputs and other related services, together with the potential for surplus production. The school continues to receive support from local businesses.

The "adopt a school" concept had been presented to FKE members and some of the companies have already shown their interest in participating in the initiative. FKE is currently negotiating with five companies that have expressed interest in extending support to schools through this initiative. The TACKLE project will continue to support FKE's efforts to ensure establishment of a sustainable mechanism for employers' actions against child labour in Kenya.

Contribution to policy development

In 2008, the Ministry of Education in Kenya launched the Home-Grown School Feeding Programme. Through this programme, the Government remits money to schools to buy school-feeding commodities from the local community. This is meant to benefit the local economy by providing a ready market for farmers, as well as being a more cost-effective way of addressing school feeding. The "adopt a school" initiative adds a new dimension to the Home-Grown School Feeding Policy; it is a workable option for schools that have sufficient land to grow food crops, and working in partnership with people who are familiar with business and investment provides the school with the needed skills and technical assistance.

Potential for upscaling and replication

The ILO aims to document this initiative as a good practice that could be replicated in other schools in Kenya and in other countries.

Website:	www.ilo.org/public/english/region/afpro/daressalaam/
Source of funds:	The European Commission
Timeframe:	2008 to 2012
Contacts:	ILO Country Office for the United Republic of Tanzania, Kenya, Rwanda and Uganda, daressalaam@ilo.org

Uganda and Zambia

21. Combating child labour through HIV and AIDS programming with a focus on social protection

Salome is a caregiver and beneficiary of an income generating activity (IGA). She is a widow with three children. She is also responsible for her late brother's nine orphans and her grandmother. She lives in Chawama, Lusaka, with her children and her niece. Her children are attending school and her niece is receiving vocational skills training from Chawama Youth Project. The rest of her late brother's children live with their great-grandmother in the town of Kapiri Mposhi, since Salome cannot afford to maintain all of them in Lusaka. Before he died, her brother requested her not to let his only daughter remain in Kapiri Mposhi since he feared that she might end up in commercial sexual exploitation, which is very common in that area. Before receiving IGA support, Salome was already in the business of knitting school sweaters although with very little capital and marginal profits. Through this project, she received basic training in business planning, record keeping, marketing, entrepreneurship and saving. In addition, she obtained inputs to her knitting business, and her profits and savings have increased. She is able to meet the basic needs of her family in Lusaka and also to provide financial and material support to her grandmother and nephews in Kapiri Mposhi. This gives her peace of mind.

The HIV and AIDS pandemic adds a new and tragic dimension to the problem of child labour in many countries around the world, as millions of children continue to be orphaned by the death of parents from HIV and AIDS. HIV and child labour form a vicious circle: when a parent is HIV positive, and extended family support is unavailable or insufficient, orphans and children living with sick parents may drop out of school to take care of a sick relative, enter into early marriage, or to supplement the household income to feed their siblings and themselves and hence fall victim to child labour. As a result of HIV, there are an increasing number of child-headed households, women-headed households, and migration of children to urban centres. Many boys and girls affected by HIV enter into child labour and in turn, put themselves at high risk of contracting the virus by engaging in risky behaviour.

This success story highlights how child labour can be addressed from another angle and how social protection is a key component of appropriate action towards the elimination of child labour induced by HIV and AIDS.

The strategy

Social protection is vital in helping vulnerable families, like those affected by HIV and AIDS, maintain a minimum quality of life, as it ensures a stable income to keep children in school, as well as meeting the health and nutritional needs of the recipients. Social protection includes all public and private initiatives that provide income or consumption transfers to poor families, which protect them against risks to their livelihoods and enhance their rights and social status. The overall objective of social protection schemes is to reduce people's economic and social vulnerability. The above project promoted social protection for targeted groups mainly through the promotion of income-generating activities, the creation of savings schemes, and referral to existing social protection agencies.

For the ILO, access to social protection means that people and families have security in the face of vulnerabilities and contingencies, that they have access to health care, and that they are able to live their lives and carry out their work in safety.

More specifically, this project started with a social mapping exercise in the target areas that revealed the level of vulnerability of the target communities. A social mapping exercise is necessary to identify existing social protection measures and schemes in given localities, which can serve as linkages for the beneficiaries' families. The mapping provided the list of service providers in the area, namely health care providers, microfinance institutions, and educational institutions.

The mapping also identified the various micro-credit and banking institutions where the beneficiaries could deposit their savings, as well as the stakeholders who could be helpful in implementing the project.

Opportunities for income generating activities were provided based on the poverty levels of women- and child-headed households. The specific criteria used to identify beneficiaries of income-generating activities was designed with community members and community child labour committees.

Project Objectives

Development Objective:

To address vulnerabilities of children affected by HIV-induced child labour and their families through capacity building and the promotion of linkages and networking with communities.

Immediate Objective 1:

The ability of children, households and communities to cope with and recover from the vulnerability and hazards of HIV/AIDS and child labour is enhanced.

Immediate Objective 2:

Children are prevented from entering into HIV/AIDS-induced child labour, which aggravates poverty and keeps them in the vicious cycle of vulnerability and exploitation.

Immediate Objective 3:

Income levels of beneficiaries are improved so they can meet basic household needs.

Immediate Objective 4:

Children that are withdrawn from child labour are kept in schools.

Target group, tripartite partners and stakeholders

The direct recipients: Working children and those most at risk, whose families were affected by HIV, as well as adult heads of households.

Results achieved and impact

The project addressed the causes of child labour by focusing on alleviating poverty by raising household incomes and offering a full package of services and social protection measures to the beneficiaries.

The beneficiaries of income generating support who were already in business are doing better than those who were starting their business for the first time. The income generating inputs are limited and particularly benefit those who need to expand their capital base.

The project shows that very elderly people are faced with enormous challenges since they are required to provide an income when they themselves may be in need of care. The elderly caregivers require social welfare benefits or cash transfers instead of being involved in income generation.

Furthermore, another lesson from this success story is that it is essential to conduct market surveys before initiating income generating support. Proper monitoring of market trends and responding appropriately is vital for the growth of the activities.

The exchange visits to successful income-generating activity models motivated and increased the opportunities for learning for new beneficiaries.

Specific income-generating activities to be supported were identified by taking into account their ability to generate income, and the capacity of households to carry out the activities with available resources. The selected beneficiaries were trained in the following basic business skills and management so as to benefit from income generating activities: how to start a business; how to improve a business; how to manage a business; how to make a business plan; record keeping; marketing skills; entrepreneurship skills; and savings mobilization.

Contribution to policy development

The Government of Uganda adopted a National Child Labour Policy in November 2006. The objectives of the policy are to integrate child labour issues into national and community-level programmes, establish frameworks for coordinating, monitoring, and evaluating child labour programmes, and encourage efforts to eliminate child labour.

Potential for upscaling and replication

The project's experiences of implementing social protection measures with regard to IGAs and savings schemes have proved very successful and provide lessons for wider utilization when working with vulnerable groups such as those affected by HIV and AIDS. In particular, national programmes such as the Government's Prosperity for All would benefit from the project's approaches and processes.

Women are actively involved as they are one of the main target beneficiaries, since women-headed households (including those headed by grandmothers) are usually among the poorest families affected by HIV and AIDS. The interventions are sustainable as the parents are earning an income and are referred to structures that provide them with services and income in the long run.

Source of funds: The United States Department of Labor (USDOL)
Timeframe: 2005 to 2008
Contacts: ILO Country Office for the United Republic of Tanzania, Kenya, Rwanda and Uganda, daressalaam@ilo.org
ILO Country Office for Zambia, Malawi and Mozambique, lusaka@ilo.org

Kenya

22. Improving social safety nets In the fight against child labour

Esther is eighteen years old, she is the second-born in a family of four siblings. Before joining the informal skills training provided by the Undugu Society of Kenya (USK)¹⁰ in 2006 to train as a dressmaker, Esther had worked for long hours with little pay from the time she was a child, as a house girl in Mathare slums. Esther comes from Kakamega District in the Western Province of Kenya. Having lost her father at a tender age, she was brought up by their widowed mother. Due to poverty, their mother could not afford to pay for her secondary education and thus the girl's hopes in life had diminished. She came to Nairobi in search of employment when she was twelve and ended up as a house girl.

Esther was referred to the Undugu Society of Kenya. She was recruited and introduced to various skills and trades that are offered by USK during a three-days trade workshop held at Undugu's Mathare office. She decided to attend a dressmaking course and identified a trainer who provided on-the-job training. After a year's rigorous training, combining theory and practice, Esther was registered for a Government "Grade 3" examination which she passed and she subsequently secured full-time employment as a dressmaker with Mama Rachael at Huruma market. Esther now assists her mother in taking care of her younger siblings.

As poverty at the household level is identified as one of the major causes of child labour in Kenya, addressing the issue of livelihoods and the fight against poverty is a central element of the initiative to eliminate the worst form of child labour (WFCL).

The strategy

In 2004, the ILO's International Programme for the Elimination of Child labour (IPEC) launched a project to support the Time-Bound Programme (TBP) in Kenya to eliminate the worst forms of child labour (WFCL). To implement the project, the ILO invited nineteen Kenyan organizations to prepare and submit action programmes (APs). USK was one of the implementing partners selected with their action programme for income generation.

Income generation and economic empowerment of vulnerable groups and families within communities are crucial for eliminating child labour, given the close relationship between poverty and engagement of children in the worst forms of child labour. Through economic empowerment, families are able to release children previously engaged in child labour to attend schools or vocational training.

¹⁰ The Undugu Society of Kenya (USK) was founded over thirty years ago to provide a voice for Kenya's disadvantaged youth and vulnerable children. Due to high rates of poverty in urban as well as rural communities, a large amount of Kenya's youth end up in the streets, where many turn to drugs and crime. USK strives to increase vocational and educational opportunities as well as influence legislature addressing topics such as the sale and use of inhalant drugs.

The project strategy aimed to improve the livelihoods of the community by introducing income-generating activities (IGAs), formation of self-help groups (SHGs), creation of savings schemes and other economic opportunities for the households. The self-help system is a proven communal social security system in Kenya that has continuous benefits for many poor people.

The project aimed to economically empower communities through:

- Establishing rotating savings and credit associations and offering credit facilities to members.
- Offering apprenticeship in vocational training.
- Sourcing school materials and identifying training opportunities within the community for economic empowerment.
- Supporting family income generating activities through introducing exotic value addition crops and providing livestock.
- Encouraging parents to form self-help groups through which savings were mobilized and training and social support provided for members.

Project objectives



Target groups, tripartite partners and stakeholders

The direct recipients: 3,000 families and 300 communities from 15 target districts.

The partners: Nineteen implementing organizations were partners in the project, such as the Association of Media Women in Kenya (AMWIK); the Central Organisation of Trade Unions (COTU), the Federation of African Women Educators (FAWE), the Federation of Kenya Employers (FKE), Kenya Institute of Education (KIE), the Ministry of Labour (MOL), the University of Nairobi, Institute of Development Studies (UON/IDS); the African Network for the Prevention and Protection against Child Abuse and Neglect (ANPPCAN); the Centre for Education, Population, Environment and Development (CEPED); the Child Welfare Society of Kenya (CWSK); the Kenya Alliance for Advancement of Children's Rights (KAACR); the Kenya Union of Domestic, Hotels, Educational Institutions, Hospitals and Allied Workers (KUDHEIHA Workers); Kitui Development Centre (KDC); Mathare Youth Sports Association (MYSA); the Street Families Rehabilitation Trust (SFRTF); Solidarity with Women in Distress (SOLWODI); the Undugu Society of Kenya (USK); and Nainyoiye Community Development Organization (NCDO).

Results achieved and impact

A total of 2,257 families were reached with IGAs. The project was able to strengthen 288 communities through capacity building activities which represented 96 per cent of the initial target. In terms of economic ventures initiated the project had a target of 500 which was exceeded by nearly 10 per cent as a total of 543 economic ventures were initiated by the end of the project.

In one of the action programmes, parents and guardians formed groups and were offered training on how to manage a revolving fund. The groups were encouraged to mobilize their own resources and start saving small amounts of money every week. Groups of fifteen to twenty members were encouraged to save money on a regular basis and with their savings they were able to establish revolving funds. Once the fund had enough money, members started borrowing and then repaying the money at very low interest rates. Members in the group acted as loan guarantors to one another so as to reduce the rate of defaulting. After one year, some individual groups had savings of up to 50,000 Kenyan Shillings, with the total savings mobilized from some 25 groups in one of the AP's districts amounting to over 500,000 Kenyan Shillings. This did not only provide extra income for the families but also inculcated a culture of savings, as well as change of attitudes about them being poor and their ability to save, borrow, and pay back. The level of confidence of these group members was greatly enhanced.

In another action programme, vulnerable community members were employed to provide support services for children withdrawn from child labour, particularly in the feeding programmes at schools. In this case, vulnerable members of the community duly identified and endorsed by the L/CCLC (Local/Community Child Labour Committee) were employed to do the cooking of meals to be served in the school-feeding programmes. In other instances, local artisans in the community were awarded tenders to make school uniforms, desks, and shoes for the withdrawn children. This provided an additional income at the household level.

In a related effort, action programmes also offered vocational and skills training to children withdrawn from child labour. What was important in this connection is that the children were given an opportunity to select the kind of skills training they were interested in after an introduction to several opportunities. Rather than projects selecting what is good for a child, that particular child was given a chance to participate in the decision-making process on the course he/she wished to take.

The action programmes relied heavily on local suppliers in an effort to empower the local community. After training, children were in most cases enrolled for grade tests as a way of obtaining certification for the training. While the children themselves benefitted from the training, the community also benefitted by being given a chance to train those young children or provide other services.

Formation of self-help groups was encouraged by most projects as a sustainable safety net strategy. By the end of the project, the formed self-help groups had each mobilized

close to US\$ 1,000 –with the members continuing to save and borrow. Over time, these groups will be able to improve the livelihoods of their members, who will then be able to support their children and thereby reduce the risk of child labour and its worst forms.

The action programmes were effective in that they empowered the community and households collectively. Whilst households benefitted from income generating activities, the children withdrawn from child labour benefitted from uniforms, food, and vocational training, allowing households to provide for their children’s educational needs after a period of about one year.

The project encouraged participatory approaches in order to ensure community engagement in the identification, selection and implementation of IGAs. By involving the community, members were able to follow up and monitor the beneficiaries, whether they were families or individual children.

The idea of mobilizing the community in order to start rotating savings and credit associations among those “considered poor” is an emerging strategy towards the elimination of the worst forms of child labour in Kenya. It was practiced in most of the target districts. In other cases, children withdrawn from child labour were supported with uniforms and other scholastic materials, thus easing the burden on parents, at least until their income-generating activities (IGAs) and self-help groups had been strengthened.

Potential for upscaling and replication

This project generated positive results in the elimination of the worst forms of child labour in Kenya. A significant number of withdrawn children were able to get employment when they completed their vocational skills training. They are not only independent, but also earn a decent income. Others were able to start their own businesses thanks to financial support from the implementing agents who provided them with business start-up support.

Throughout the implementation of the project, sustainability and an exit strategy were planned through capacity building of the communities. Furthermore, families were encouraged to make use of traditional safety net approaches such as self-help groups and *chamas* (savings clubs) that have been tried and tested over time and, importantly, are accepted in most communities.

Source of funds:	The United States Department of Labor (USDOL)
Timeframe:	2007 to 2009
Contacts:	ILO Country Office for the United Republic of Tanzania, Kenya, Rwanda and Uganda, daressalaam@ilo.org

Morocco

23. Taking young girls out of child domestic work

“Generally speaking, this project made the struggle against young girls’ engagement in domestic work into a federal cause related to the fight against violence towards women.”

Ms Khomsi Fatima, President of the Partner organization in the region of Fès

Children in Morocco continue to be exploited in domestic servitude and trafficked internally for that purpose. It is estimated that more than 50,000 children are engaged as child domestics workers. A sample survey shows that of the domestic workers in Morocco 27 per cent are under 10 years and 73 per cent are under 12 years of age. Another ILO survey found that 72 per cent of child domestic workers begin their day before 7 a.m. and go to bed after 11 p.m.

In Morocco, the engagement of children in domestic work remains widespread and has a negative impact on children’s health, education, and development. In general, such work is informal and hidden, and thus not regulated by the authorities. Unlike other sectors employing children, domestic work often affects the most vulnerable of children: young girls.

This project is the ILO component of a larger joint UN programme on: “Fighting gender-based violence through the promotion of women’s and young girls’ autonomy”, funded by Spain and co-implemented by eight UN Agencies, including UNWOMEN, UNFPA, UNICEF, ILO, FAO, UNESCO, UNHCR, UNAIDS), as well as relevant government ministries.



The Strategy

The strategy of the ILO project is to prevent young girls from entering domestic work by:

- Improving national legislation;
- training stakeholders who can intervene in this domain;
- carrying out local and global advocacy to fight against children's engagement in domestic work and their withdrawal from school.

The strategy focuses on the withdrawal of young girls from domestic work, especially those who are under the age of 15, but also those above 15 who are engaged in the worst forms of child labour. Indeed some children begin work as early as age 6 and work up to 16 hours a day, 7 days a week. They are paid poorly and vulnerable to physical and sexual abuse.

Withdrawal from domestic work is accompanied by sustainable alternatives, including social and educational rehabilitation.

Project objectives

Development objective:

To contribute to the elimination of young girls' domestic work in Morocco through improvement of the legal instruments, reinforcement of national capacities for intervention, and the implementation of direct pilot actions in the regions of Rabat, Fès and Marrakech.

Immediate Objective 1:

The Government of Morocco is supported in the implementation of laws forbidding domestic work for children under 15 years of age.

Immediate Objective 2:

The intervention capacities are reinforced among the different actors involved in the fight against child domestic work.

Immediate Objective 3:

Girls risking withdrawal from school, their families and public opinion are sensitized on the damages caused by young girls' domestic work.

Immediate Objective 4:

Pedagogical support is promoted to fight school withdrawal of children.

Immediate Objective 5:

Young girls domestic workers under 15 years and those involved in the worst forms of child labour, are taken out from work and socially rehabilitated.

Immediate Objective 6:

Life and working conditions of young domestic girls between 15 and 17, not involved in the worst form of labour, are improved.

Target groups, tripartite partners and stakeholders

The direct recipients:

- Schoolgirls in primary schools;
- girls under 15 at risk of being involved in domestic work;
- girls under 15 engaged in domestic work;
- girls between 15 and 17 engaged in domestic work under hazardous conditions or in the worst forms of child labour.

The indirect beneficiaries: The families of young girl domestic workers, employers' families, and schoolteachers.

The partners:

The Ministry of Employment and Vocational Training; the Social Development Ministry Department in charge of family and childhood; the Ministry of Education; social partners; the United Nations System in Morocco; and the local NGOs.

Furthermore, this project is part of a larger joint UN programme, which is co-implemented by eight UN Agencies, including UNWOMEN, UNFPA, UNICEF, ILO, FAO, UNESCO, UNHCR, UNAIDS, as well as relevant government ministries.

Results achieved and impact

To date, the project has achieved the following results:

- Strengthening legal provisions through supporting the finalization of a national law related to domestic work. Several seminars were held with stakeholders in order to inform and mobilize them on the importance of regulating this sector. These efforts succeeded in the prohibition of domestic work for children under 15 years of age and regulation and monitoring of working children between 15 and 17.
- Reinforcement of national intervention capacities on matters related to the fight against child domestic work. Training of trainers workshops have been organized for teachers using the ILO sensitization and mobilization tool SCREAM (Supporting Children's Rights through Education, the Arts and the Media). Similar trainings were held for NGOs and government departments.
- The successful implementation of direct actions in three regions of Morocco: Rabat, Fès and Marrakech, that aims to prevent children from entering into and withdraw children from domestic work. By August 2011, the project had prevented more than four hundred young girls from entering domestic work, allowed the withdrawal of 124 young girls from such work and improved the working conditions of 53 young girls between the ages of 15 and 17.

Contribution to policy development

The project has so far contributed to highlighting and giving more visibility to the plight of young girls involved in domestic work. It has triggered the drafting of a specific law on domestic work forbidding work for children under 15 years of age.

Potential for upscaling and replication

Both the Ministries of Employment and Childhood are currently allocating more resources to similar initiatives implemented by NGOs so that the pilot action against child labour, particularly against girl domestic workers, may be replicated across the country.

Source of funds: UN-Spain Millennium Development Goals Achievement Fund
Timeframe: 2008 to 2012
Contacts: ILO Country Office for Algeria, Libya Arab Jamahiriya, Morocco and Tunisia, alger@ilo.org

Togo

24. Combating exploitative child labour through education in Togo

Like many West African countries, Togo faces the challenge of widespread child labor and trafficking of children. Rural poverty, low productivity in certain agricultural sectors, and insufficient capacity of school institutions to make education accessible and meaningful for rural children and their families have caused a significant number of children to leave school to work in agriculture, or to be trafficked for informal urban work in cities or outside the country, resulting in a high number being trapped in worst forms of child labor (WFCL).¹¹ In many cases these children are abused and sometimes sexually exploited and most do not complete their primary or secondary education. Some turn to crime or commercial sexual activities to survive. This lost generation of Togolese children threatens to undermine the country's economic and social progress.

Since 2000, with the support of ILO's International Programme for the Elimination of Child Labour and other partners, the Government of Togo has taken significant steps to tackle the problem of child labour with the elaboration of National Action Plans on child labor and child trafficking. Recent legislation, including a revised Labor Code and a Children's Code, provides a solid legal framework for tackling WFCL, and national and local institutions have been set up to monitor child labor and trafficking, and to provide direct interventions to withdraw and prevent children from entering into WFCL. An ambitious education strategy was adopted in 2005 with the goal of making education more relevant to children and their families, and for improving pre-professional and professional training.

The worst forms of child labor affecting Togolese children are dangerous agricultural work, urban informal work, commercial sexual exploitation (CSEC), and domestic work. There are no current and reliable data on the number of children working in agriculture, although a 2006 UNICEF survey suggests that 31 per cent of school-aged children work in rural zones, where the majority of girls work in domestic chores and boys work in agriculture.

The strategy

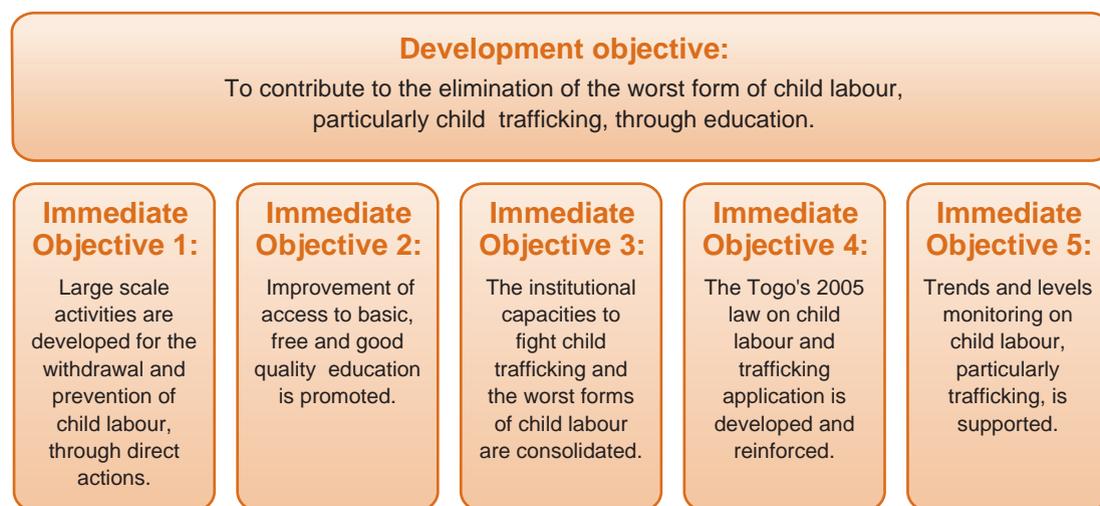
The four-year project on Combating Exploitive Child Labor through Education in Togo (CECLET) supports the Government of Togo in a second phase of combating child labor by building on the accomplishments of the past years to develop a time-bound education-based strategy to combat exploitive child labor in the country.

The primary focus of the project is the withdrawal children from WFCL and offering them appropriate educational services, and preventing children from WFCL by making school and vocational training more accessible and attractive to Togolese children and their families.

¹¹ As defined in the ILO Worst Forms of Child Labour Convention (No. 182), 1999 and relevant national law.

Recognizing that child labor is a multi-dimensional problem, the project will, in addition to educational strategies, increase the capacity of Togolese society to coordinate and scale up its efforts to combat child labor, further strengthen the legal and institutional framework for combating WFCL, and improve the knowledge base on the problem. Indeed, one of the important components of the project strategy is to promote civil society mobilization through sensitization and increase knowledge of the child labour phenomena.

Project objectives



Target groups, tripartite partners and stakeholders

The direct recipients: Children at risk or victims of the worst forms of child labour, particularly trafficking, sexual exploitation, domestic work and hazardous work in agriculture and informal economy in urban areas; Ministry of Labour Department in charge of child labour, and social partners.

The final beneficiaries: Vulnerable families exposed to child labour.

The partners: Social partners, NGOs, United Nations Agencies and local communities.

Results achieved and impact

- The capacities to fight child labour among national actors are reinforced. These new capacities have had a direct impact on new partnerships built at the national, regional and local levels, to fight the worst forms of child labour. Partnership agreements were established between key actors such as the employers' and workers' organizations, women's organizations, NGOs and government departments on issues related to child trafficking, child domestic work, children working in the urban informal economy and sexual exploitation of children. Rural communities directly concerned by children involved in agricultural work also implemented actions, through community-based contracts, to fight this form of child labour.

- Child labour has been mainstreamed into training curricula of labour inspectors, teachers, social workers, police and magistrates.
- 11,310 children aged between 5 and 17 years, who were taken out from the worst form of child labour or from a vulnerable situation, now have better access to education. 5,970 of these are now totally out of dangerous work.
- The institutional framework is reinforced through the establishment the National Committee for the Elimination of Child Labour, the National Commission for the Reception and Reintegration of Children Victims of Trafficking. Furthermore, worst forms of child labour prevention structures at the local level have been implemented through 91 village communities.
- The knowledge and awareness of the Togolese society and Government around child labour has improved: Before the ILO project, little empirical knowledge existed on the child labour situation in Togo. Now, there is access to statistics on the number of children working, their characteristics, and challenges. This information contributes to the efforts for children rights promotion and protection through schooling, young girls' protection, promotion of decent work and access to health care.
- Adequate village infrastructures were built as well as projects to promote education for all in selected districts (Adetikope, Kpindeli, Tapoune, Modoukou and Kolbigue) in partnership with other UN agencies, such as the UNHCR and WHO. In priority Districts where Millennium Development projects are implemented, strategies to fight child labour were included.
- Direct actions were implemented in favor of children at work and their families. Out of these actions, 8,000 children were prevented from entering or taken out from labour and kept in the school system. 1,500 children over 15 years of age followed alphabetization courses and acquired vocational skills in order to have a decent job.

Contribution to policy development

This project contributed to the launching of the legal framework reform to fight child labour in Togo.

Indeed, the fight against child labour is now integrated into the Togolese Government's program as a priority axis of the labour legislation, and the employment and social security policy. It is therefore a priority outcome to be achieved by the Ministry of Labour. The Government's will was reinforced by the launching of the process to elaborate a national action plan to fight child labour. This plan should allow for the mainstreaming of child labour issues in development policies and plans, as well as contributing to mobilize resources internally to fight child labour.

Potential for upscaling and replication

This approach concentrates on contextual changes such as increasing the national consciousness on the challenges that child labour represents for national development, poverty reduction, and human rights promotion. It also targets institutional and legal reforms and mainstreaming of child labour into larger development programmes and policies. This can be replicated in countries that have a similar context to Togo, taking into consideration the importance of first acquiring political commitment from the Government and the social partners.

Source of funds: United States Department of Labor
Timeframe: 2007 to 2012
Contacts: ILO Country Office for Senegal, Benin, Burkina Faso, Cape Verde, Ivory Coast, Guinea, Guinea–Bissau, Mali, Mauritania, Niger and Togo,
dakar@ilo.org

Empowerment



Strengthening the self-help capacities of communities

“Enterprises of all types and sizes are at the heart of any successful strategy to promote decent jobs. Enterprise development strategies that promote decent work and ensure economically sustainable and competitive enterprises are central to the achievement of full and productive employment.

There is a need to improve the business environment in Africa, with the aim of encouraging enterprise creation, discouraging informality and promoting good governance. In most countries the length of time, the cost, and the complexity involved in registering a business deter many entrepreneurs or push them to operate informally, with all the corresponding handicaps. Property rights and contracts are poorly enforced, bureaucratic obstacles impede trading across borders, credit is invariably hard to find and entrepreneurs are often faced with inconsistency and unpredictability in taxation. Women often face legal obstacles to land ownership and access to formal credit. Sub-Saharan Africa suffers from low domestic and foreign investment, high capital flight and low remittance flows relative to other developing countries. Establishing a business environment that is more conducive to the creation and growth of decent work in sustainable formal enterprises, especially in smaller businesses, is crucial to Africa’s Decent Work Agenda.”¹²

¹² ILO: *Decent Work Agenda in Africa 2007–2015*, adopted at the Eleventh African Regional Meeting, April 2007.

Mozambique

25. Women entrepreneurship development and gender equality (WEDGE)

Maria Regina da Concenção lives in Nampula, Mozambique, where she runs a business as an events organizer in addition to managing a small restaurant. She started with a small business which has expanded to include guesthouses and a seminar venue.

“I used to work blindly, organizing and calculating in my head; somehow it worked out but thanks to the Improve Your Business training through ILO’s WEDGE project, I am now focused. I do costing and keep records, which help me to see whether I am making profits, or not. Once I discovered I was making profits, I decided to expand to include guesthouses and a room that could host seminars. I used to employ two permanent workers but now I have four permanent and six temporary workers. Honestly, my business is growing and the challenge is now to manage my expansion.”

Like Maria Regina, most women entrepreneurs in Mozambique operate in the informal sector, particularly in services and trade. 70 per cent of the population live in rural areas and women encounter various challenges to start, grow and expand their businesses. These challenges include access to finance, socio-cultural perceptions of women entrepreneurs, and low levels of literacy among women.

The strategy

WEDGE Southern Africa is a three year project funded by the Norwegian Agency for Development Cooperation (NORAD) and covers Mozambique, Lesotho, and South Africa. The project works along three operational strategies, including: creating an enabling environment for women’s entrepreneurship; reinforcing the business development providers by introducing different women’s entrepreneurship development tools; and increasing the productivity of the women entrepreneurs.

Project objectives

Development Objective:

Decent employment creation and economic empowerment of women entrepreneurs.

Immediate Objective 1:

The creation of an enabling environment.

Immediate Objective 2:

The reinforcement of the business development providers with different women entrepreneurship development tools.

Immediate Objective 3:

Increased productivity of the women entrepreneurs.

Target group, tripartite partners and stakeholders

The responsible Government institutions are the Ministry of Women and Social Affairs, the Ministry of Industry and Commerce, and the Ministry of Labour

The direct recipients: growth-oriented women entrepreneurs with at least two years of business existence who own at least 50 per cent of the shares of their businesses. The businesses have to be registered either through the municipality council or through the Ministry of Trade and Commerce.

Results achieved and impact

Since WEDGE's inception in Mozambique in 2009, at least 1,070 growth-oriented women entrepreneurs have been trained using the various tools introduced through WEDGE. At least 215 jobs have been created of which 80 per cent are permanent jobs.

The WEDGE project works on three levels in Mozambique. At the macro level, the project's focus is on supporting the government in mainstreaming gender in national policies and ministerial action plans that support enterprise development. To encourage a business growth mentality, WEDGE Mozambique, hand in hand with the Ministry of Women and Social Affairs and the higher institute for science and technology (ISCTEM), launched the Month of Women Entrepreneurs (MOWE) in Mozambique, to be held concurrently with the Global Youth Entrepreneurship Week. It has now been held twice in the country, in 2009 and 2010. Furthermore, a regional workshop (South Africa, Malawi, Lesotho and Mozambique) was held in Mozambique to assess the enabling environment of women entrepreneurs in the region.

One of the biggest challenges faced by growth-oriented women entrepreneurs in Mozambique is access to finance. To address this issue, WEDGE, together with the Joint UN Programme on Gender Equality in Mozambique and the International Capital Corporation (ICC), launched the first financial fair for women entrepreneurs in Mozambique. This was launched with the objective of establishing a platform for financial links between women entrepreneurs and financial institutions.

At the meso level, various ILO women's entrepreneurship development tools have been introduced, including: Improve Your Exhibiting Skills (IYES), Women Entrepreneurship Development (WED), Women Entrepreneurs Associations (WEA), Female and Male Operated Small Enterprises (FAMOS), and Gender Sensitive Value Chain Analysis (GSVCA). Trainings of master trainers on these tools and methodologies have been conducted; the master trainers were carefully selected from institutions with a training mandate and the capacity to replicate the trainings, as well as maintaining a database of trainers. The master trainers subsequently organized further trainings of trainers. WEDGE makes sure that the proper procedures in each phase of the training cycle are followed.

At the micro level, trainers, under the technical supervision of the master trainers, provide further trainings to the ultimate beneficiaries. In 2010, at least 200 women entrepreneurs benefited from these trainings.

Potential for upscaling and replication

WEGDE Mozambique has trained at least 84 trainers in different WEDGE tools and seven trainers have been certified as women's entrepreneurship development experts. A recent impact assessment indicates that the trainers are actively replicating and using the various tools to promote job creation. At least 1,294 beneficiaries (1,070 growth-oriented women entrepreneurs and 224 men entrepreneurs) have participated in one or more of the trainings on the tools introduced by WEDGE Mozambique.

Website:	wedgeilo.weebly.com/index.html
Source of funds:	The Government of Norway through the Norwegian Agency for Development Cooperation (NORAD)
Timeframe:	2009 to 2010
Contacts:	ILO Country Office for Zambia, Malawi and Mozambique, lusaka@ilo.org

United Republic of Tanzania

26. Wealth creation, employment and economic empowerment *A project under the One UN Programme in Tanzania*

“The formalized enterprises are now demanding work spaces for their businesses, which was not the case before. This is good as we can reach them easily and organize them for capacity development programmes as well as collecting municipal taxes”

Anderson Msumba, Acting Municipal Director, Mtwara

In Tanzania, the informal economy is growing faster than the formal. It is, therefore, crucial to support decent jobs creation by addressing the potential of the informal economy. About half of the unemployed people in Tanzania live in urban areas, with Dar es Salaam having the highest rate at 31.3 per cent. Youth unemployment nationwide stands at 14.9 per cent compared with the overall national average of 11.7 per cent. The informal economy is often the first source of employment because of the low entry obstacles.

The strategy

The Joint UN Programme on Wealth Creation, Employment and Economic Empowerment was designed to increase access to sustainable income opportunities and productive employment, and to increase food security in rural and urban areas of Tanzania. The focus is on promoting an enabling environment for the development of micro and small enterprises, and the development of entrepreneurship skills for youth, women, and people with disabilities.

The programme strategy includes conducting sensitization workshops with local government authorities and informal economy operators on the role of the informal economy for jobs creation and promoting recognition of the potential of the informal economy in local government development plans. The programme also set out to train and sensitize informal economy operators on management and leadership skills in order to enable them to eventually formalize their businesses and to develop a capacity-building programme to upgrade skills so that operators in the informal economy can increase productivity and the quality of goods, products, and services to gain increased market access and employability prospects.

Partnerships and linkages have been developed with other ILO projects such as WEDGE (Success Story No. 25) and COOP^{AFRICA} (Success Story No. 27). This has enabled the local government authorities and informal economy operators to participate in training programmes on exhibition skills and marketing, and given access to Challenge Funds to improve their business.

Project objectives

Development Objective:

To support local government authorities in upgrading and formalizing all economy enterprises in Tanzania for employment creation, income generation and local economic development for poverty reduction.

Immediate Objective 1:

Strengthening Institutional capacity to implement the National Employment Creation Programme, and to mainstream employment and income opportunities into national policies.

Immediate Objective 2:

Strengthening capacity of government and stakeholders to monitor and manage food nutritional security.

Immediate Objective 3:

Increasing equitable opportunities for decent work and rural livelihoods, with improved agricultural productivity, quality of products, and market access.

Target group, tripartite partners and stakeholders

The direct recipients: Youth enterprises and businesses in the informal economy, local government authorities, private sector institutions and business development services providers.

The responsible Government institutions: Prime Minister's Office, Regional Administration and Local Government; Ministry of Labour, Employment and Youth Development; Ministry of Agriculture Food Security and Cooperatives; and Ministry of Industries of Trade and Marketing. Social partners in Tanzania, including ATE (Association of Tanzania Employers) and TUCTA (Trade Union Congress of Tanzania) are closely involved in planning, implementation and monitoring.

The partners: Participating UN Agencies in addition to ILO include: UNDP, FAO, UNIDO, UNESCO, UNIFEM, WHO and WFP.

Results achieved and impact

Among the programme's results to date are:

- A database of approximately 250 youth enterprises, organized by sector, location and contacts has been established in the provinces of Lindi and Mtwara;
- 195 informal economy operators (128 women and 67 men) in 46 groups in the urban centres of Lindi and Mtwara have been trained on business formalization processes. These groups are now able to prepare business proposals to access Challenge Funds on a competitive basis;
- By the end of 2010, 33 micro, small and medium-size enterprises in Lindi, and 36 in Mtwara had received training on business and entrepreneurship using ILO tools such as the Start and Improve Your Business modules.

- In March 2011, 83 informal operators were formally registered with the Business Registration and Licensing Authority thus operating as formal incorporated entities. These are now accessing public tenders to supply goods and service.

Contribution to policy development

The Tanzania Revenue Authority is aiming to conduct a comprehensive study on the informal economy to see how the sector contributes to the national revenue given its growth.

The programme is supporting a national initiative – *Property and Business Formalization Programme* – under the President’s Office, which aims to economically empower low-income people in rural and urban areas. It aims to assist informal businesses to formalize and convert “dead capital” into productive and bankable assets which can serve as collateral to access further credits from financial institutions. It is currently estimated that 98 per cent of all businesses and 89 per cent of fixed assets in properties and land in Tanzania are in the informal economy and are worth close to US\$ 29.3 billion.

The programme is also technically supporting the Government of Tanzania in implementing the Small and Medium-Size Enterprises Policy, as well as the Cooperative Development Policy, and is thus in a direct manner contributing to the National Strategy for Growth and Poverty Reduction in Tanzania.

Potential for upscaling and replication

Local governments are increasingly including the newly formalized enterprises in their Local Action Plans and Budgets for capacity-building programmes and considering them for provision of public services and goods as, after registration, they qualify for consideration under the Public Procurement Act. Furthermore, an Informal Sector Policy is currently being considered by the project stakeholders and partners given the sector’s growth and its contribution to employment creation and enterprise development as well as its contribution in expanding the government tax base.

The programme in Lindi and Mtwara has raised significant awareness of the size of the informal economy and its contribution to national economic development, thus creating a platform for nation-wide replication. The lessons from this programme will determine the national roll-out which may eventually have a major impact on wealth creation in the country. Indeed, lessons learnt from the programme are being used in the development of the Poverty Reduction Strategy Paper for Tanzania for the period 2011–2015.

Source of funds: One UN Fund in Tanzania
 Timeframe: 2008 to 2011
 Contacts: ILO Country Office for the United Republic of Tanzania, Kenya, Rwanda and Uganda, daressalaam@ilo.org

Botswana, Ethiopia, Kenya, Lesotho, Rwanda, Swaziland, Uganda, United Republic of Tanzania and Zambia

27. Cooperative Facility for Africa (COOP^{AFRICA})

Botswana, Ethiopia, Kenya, Lesotho, Rwanda, Swaziland, Uganda, United Republic of Tanzania, and Zambia¹³

“Cooperatives have allowed members to become job providers instead of job seekers”

Mr. Vincent Rutaremara, Rwanda Cooperative Agency

In Africa, evidence shows that around seven per cent of the population are members of a cooperative, mainly agriculture cooperatives and savings and credit cooperatives, but that their capacity is often limited.

In the context of the global economic and financial crisis, the cooperative approach becomes particularly relevant. In this regard, the call of the ILO Global Jobs Pact for a market economy that is more equitable, combined with the fact that economic, environmental, and social issues are interrelated and that there cannot be any social progress in an economy that relies solely on the satisfaction of shareholders, legitimizes the role of cooperatives in the crisis recovery process.

Given their values and principles, cooperatives give primacy to people over capital, and pay attention to the employment-intensity of growth. Cooperatives also have a potential for social and economic rehabilitation and stabilization, as well as forging solidarity among people in vulnerable states.

The strategy

COOP^{AFRICA} assists people in improving their living and working conditions through cooperatives. It is designed to provide support to governments, the cooperative movement, and development partners to provide advisory services, technical assistance, training, tools, and financial support for cooperative development in Africa.

Key elements of the project's approach include:

- Establishing an enabling legal and policy environment conducive to the development of cooperatives.

¹³ In addition COOP^{AFRICA} also provided backstopping to an HIV and AIDS-related project covering Benin, Cameroon, Mozambique, and the United Republic of Tanzania in order to mobilize cooperative societies in response to HIV and AIDS.

- Promoting effective coordination systems (cooperative unions and federations).
- Improving services for cooperatives through Centres of Competence in order to sustain the project interventions. As a result, the capacity of support structures is enhanced and linked with the cooperative enterprises.
- A Challenge Fund to strengthen the cooperative movement through calls for proposals and small grants for training, services, and innovations projects, which are accessible through a competitive demand-driven mechanism and a transparent selection of the best proposals.

Project objectives

Development Objective:

To assist people to improve their living and working conditions through cooperatives.

Immediate Objective 1:

The governance, performance and efficiency of local cooperatives significantly improved.

Immediate Objective 2:

Cooperative support institutions have improved their capacity.

Immediate Objective 3:

National cooperative apex organizations have acquired greater technical capacity and political influence.

Target group, tripartite partners and stakeholders

The direct recipients: Working primarily in the agriculture sector and the informal economy, COOP^{AFRICA} has targeted local cooperatives and groups; business development service (BDS) providers; and cooperative apex organizations.

The partners: At the national level, partners include: cooperative apex bodies, ministries responsible for cooperative development, cooperative training institutions, employers' and workers' organizations, universities, and NGOs. Partners at the international level comprise the African Union (AU) Secretariat, the Committee for the Promotion and Advancement of Cooperatives (COPAC), the International Cooperative Alliance (ICA), the International Organization of Employers (IOE) and the Pan-African Employers' Confederation (PEC), the International Trade Union Confederation (ITUC), and the UK Cooperative College. Among UN sister agencies, COOP^{AFRICA} has partnered with FAO, UNIDO, UNIFEM and WFP.

Results achieved and impact

COOP^{AFRICA} has achieved and surpassed its objectives¹⁴ in terms of employment creation; generated income for poor and vulnerable people (with special attention to youth and women); increased enterprise efficiency and turnover; supported business development linkages with other private and public stakeholders; and promoted a private sector development approach targeting cooperatives and other democratic member-based businesses. The Challenge Fund mechanism has proven to be an effective way to fund tailor-made solutions to the needs of people and their organizations.

- Contribution to Policy Development. COOP^{AFRICA} has facilitated greater visibility of cooperative apex organizations and the cooperative approach in national policy making processes such as PRSP formulation and cooperative policy design, as well as in international events such as the ILO Conference on the Social Economy and the First African Decent Work Symposium on the Global Jobs Pact in Africa.¹⁵ With a focus on capacity building for cooperative small and medium-size entrepreneurs and policy reforms, COOP^{AFRICA} assisted Botswana, the Comoros, Ethiopia, Madagascar, Malawi, Namibia, Rwanda, Togo and Swaziland¹⁶ elaborate objectives and strategies in their new DWCPs to improve access to micro-finance, markets and social services in order to create jobs and increase incomes. Furthermore, 14 countries¹⁷ have benefited from COOP^{AFRICA} policy advice. Notably, in Lesotho, Uganda, Mozambique, Swaziland, and Zanzibar this has already resulted in defining new cooperative policies and legislation. A growing recognition of the cooperative model and the role of apex organizations by the social partners have also been achieved. The capacities of apex organizations have been strengthened through Challenge Fund projects, training activities, and research on cooperative development in Africa. COOP^{AFRICA} closely involved the social partners in its governance structures to create a conducive environment for social dialogue among member-based organizations in order to influence labour policy issues.¹⁸ COOP^{AFRICA} has also been active in supporting collaboration between social partners and cooperatives in keeping with the ILO Promotion of Cooperatives Recommendation, 2002 (No. 193).¹⁹ For example, in December 2010, trade unions in the nine countries of the sub-region understood how they could work with cooperatives for the mutual benefit of their members. A great number of savings and credit cooperatives belonging to members of workers' organizations are already in operation in practically all the countries of the sub-region.
- Access to business services, education, finance and market opportunities (the Challenge Fund and Centre of Competence approach). Between 2008 and 2010, the COOP^{AFRICA} Challenge Fund supported some 88 projects amounting to approximately

¹⁴ According to the independent mid-term evaluation (September 2009) and impact assessment in Kenya, Tanzania, Ethiopia and Lesotho (October–November 2010) and the final self-evaluation in December 2010.

¹⁵ *ILO Regional Conference on the Social Economy – Africa's Response to the Global Crisis*, Johannesburg, South Africa, 19-21 October 2009; and the *First African Decent Work Symposium*, Ouagadougou, Burkina Faso, 1-2 December 2009.

¹⁶ As for other policy level work, COOP^{AFRICA} extended its support beyond the core countries covered as the need arose.

¹⁷ The Comoros, Ethiopia, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Uganda, South Sudan, Swaziland, Tanzania (Zanzibar), Zambia, and Zimbabwe.

¹⁸ At all levels, the institutional and organizational framework of the programme involved ILO constituents, namely the Regional Steering Committee, the National Advisory Group (the NAG in each country was a national platform which contributed to addressing cooperative issues, and coordinated the review of Challenge Fund and Centres of Competence proposals at country level), and the Selection Committee of the Challenge Fund.

¹⁹ <http://www.ilo.org/ilolex/cgi-lex/convde.pl?R193>

US\$ 3,460,000,²⁰ as a means of linking providers and recipients of services in practical initiatives to improve the performance of over 4,000 cooperatives across the region. Most projects are sector specific (agriculture, finance) and range from the purchase of a grinding machine to setting up a system for collecting real time market information through mobile phones, coupled with skills development and access to microfinance. Private sector support organizations (e.g. consultancy firms, NGOs, cooperative colleges, cooperative federations and unions, employers' and workers' organizations) have received support – including via the Challenge Fund - to provide services to cooperatives, in particular in the areas of agriculture and microfinance. As part of the process of strengthening service providers, over 120 such organizations went through an organizational capacity assessment and 44 have been recognized as Centres of Competence (CoC). Additionally, nine cooperative colleges have benefited from technical assistance from the UK Cooperative College. Furthermore, COOP^{AFRICA} has partnered with CoCs and other organizations in the development of tools, such as a training package on the management of agricultural cooperatives and a guide on cooperative audit.

- Women's empowerment: COOP^{AFRICA} has developed a gender equality strategy to promote enhanced equality for men and women in the cooperative movement through targeted actions in its core areas of intervention (for instance, the implementation of a Challenge Fund call for proposals focusing on women and youth). While the cooperative movement in Africa is largely dominated by men (around 70-75 per cent) it is estimated that the project has supported 140,000 women (48 per cent of total beneficiaries) and increased the participation of women in the targeted cooperatives and groups to 43 per cent.
- Implementation of an MandE system: COOP^{AFRICA} has developed an MandE system making use of baseline studies and in-depth monitoring activities. The data below only show the direct measurable impact and do not consider data for which exogenous parameters may have largely influenced results.

²⁰ US\$ 3,230,000 from DFID and US\$ 230,000 from the One UN Fund.

Indicators	Target (End 2010)	Estimates (Sample of 85 projects for indicators 2-8)
1. No. of Member States supported towards modernization of coop policies and laws	10 countries	14 countries
2. No. of primary cooperatives supported in improving business planning, supply, and marketing strategies, etc.	1,200	4,124
3. Increased turnover of cooperatives	20%	26.6%
4. No. of coop. members benefitting from capacity building actions	210,000	287,274
5. No. of jobs created	1,000	4,080
6. No. of (self-)employment opportunities consolidated and made more productive	210,000	170,899
7. Percentage of increase in income of members	20%	56.8%
8. Percentage of women and youth cooperative members	30%	42.7% women, 29.7% youth
9. Greater awareness about child labour	6 countries	4 countries (at national level) + 4 countries (at local level)
10. Greater awareness about HIV and AIDS	6 countries	7 countries
11. Cooperative approach in DWCP and PRSP and (sub-)regional policy documents	6 DWCPs, 2 regional policy documents	9 DWCPs, 1PRSP, 2 regional policy documents
12. Nr of apexes and colleges strengthened	20 apexes/colleges	11 apexes and 9 colleges + 1 regional apex
13. Cooperative approach increased in policy dialogue, media and partnership between UN agencies	9 countries	10 countries

Potential for upscaling and replication

The Challenge Fund mechanism has been progressively integrated in other programmes and institutionalized in UN Joint Programmes. In terms of sustainability, the strategy used by COOP^{AFRICA}, which aims at strengthening the institutional capacity of existing local structures rather than direct interventions, has been increasingly acknowledged by development partners working at the grassroots level, such as OXFAM, SNV, CHF International and cooperative development agencies.

Website: www.ilo.org/public/english/employment/ent/coop/africa/index.htm
Source of funds: The Governments of the United Kingdom, Finland, and Sweden; AGFUND; UN and ILO
Timeframe: 2007 to 2011
Contacts: ILO Country Office for the United Republic of Tanzania, Kenya, Rwanda and Uganda, daressalaam@ilo.org

Ethiopia

28. Entrepreneurship empowers disabled women

“It's a major thing to be able to be self-sufficient, there's nothing more difficult than being dependent on others.”

Ms. Shemsiya Hiyar, a disabled women entrepreneur

Women's entrepreneurship helps reduce poverty, promotes gender equality, and empowers women. In Ethiopia, technical cooperation projects funded by the ILO-Irish Aid Partnership Programme are showing how training in entrepreneurship gives disabled women the confidence, business skills, and knowledge to earn a better income and forge a path out of poverty for themselves and others. It also promotes decent work and contributes to the successful implementation of the Ouagadougou Plan of Action of Employment and Poverty Alleviation.

In a small shop in central Addis Ababa, Shemsiya Hiyar and her three employees are crafting bags, belts, and sandals out of fine leather.

Shemsiya, who has a disability caused by a childhood injury, first learned to make leather goods shortly after finishing secondary school. In less than a decade, the skills she acquired have increased her income of 100 Ethiopian Birr (approximately 8 US\$) per month, to around 50 US\$ per month from a diversified business that makes belts and wallets and which provides employment to three people.

Shemsiya's rise to self-sufficiency was not easy. Financial loans were difficult to obtain due to discrimination, as the local council feared she would never be able to repay the loan. But one person's confidence swayed the others, and she managed to pay back the loan much earlier than others. Today, she not only has a shop, but she has learned how to run a viable business and manage staff through skills obtained from an ILO-supported training course on business development. Furthermore, she also manages to rent her own house.

The strategy

Women and men with disabilities can and want to be productive members of society. In both developed and developing countries, promoting more inclusive societies and employment opportunities for people with disabilities requires improved access to basic education, vocational training relevant to labour market needs, and jobs suited to their skills, interest, and abilities, with adaptations as needed. Many societies are also recognizing the need to dismantle other barriers – making the physical environment more accessible, providing information in a variety of formats, and challenging attitudes and mistaken assumptions about people with disabilities.



Disabled woman entrepreneur making leather products for sale to tourists

The ILO has promoted the inclusion of people with disabilities in programmes on entrepreneurship development, skills training, and employment in Ethiopia since the early 2000s through the ILO-Irish Aid Partnership Programme. Beginning in 2004 several other project countries joined to benefit from the activities, where particular attention has been given to women with disabilities, including those living with HIV and AIDS, as they are less likely than men to find jobs. At the beginning of the programme, activities were implemented under the project “Developing Entrepreneurship for Women with Disabilities” (DEWD). From 2008 onwards, activities continued under a new project titled INCLUDE (Promoting Decent Work for People with Disabilities through a Disability Support Service), building on the experiences from DEWD while promoting disability inclusion across a wider range of services.

Working closely with government institutions, employers’ and workers’ organizations, community groups and non-governmental organizations (NGOs) of and for disabled persons, this project has helped provide business knowledge and training; facilitated

access to microfinance institutions and to new markets; provided business support services; and strengthened women entrepreneurs' voice and representation through networks and groups.

For Shemsiya to succeed, several stakeholders, including the government, Addis Ababa Women Entrepreneur's Association (AAWEA), and the Federation of Ethiopian National Associations of Persons with Disabilities (FENAPD) played key roles in the process.

Partnerships with both FENAPD and Tigray Disabled Veteran's Association (TDVA) as well as with the Ethiopian National Disability Action Network (ENDAN) – a consortium of Ethiopian and international charities working on disability – form an integral part of the ILO-Irish Aid's strategy aimed at building local capacity within existing institutions to deliver sustainable programmes of training and support for its disabled women members. It is an innovative approach which is based on partnerships with local NGOs, designed and implemented in close consultation with training providers, micro-finance institutions, and national and local governmental authorities.

Shemsiya credits her membership in AAWEA and FENAPD's support with helping to provide valuable access to business skills and boosting her income.

Development Objective:

People with disabilities will have better opportunities for decent work.

Immediate Objective:

Greater inclusion of women and men with disabilities in mainstream small enterprise development, micro-finance, vocational training, employment promotion, poverty reduction and rural development programmes.

Project objectives

Target group, tripartite partners and stakeholders

The direct recipients: Persons with physical, sensory, intellectual and psycho-social disabilities wishing to take part in projects, programmes, and services designed for the general population.

The responsible Government institutions: The INCLUDE project targets Government institutions that wish to adopt an inclusive approach in public programmes and services – for example through vocational training, employment services and entrepreneurship development courses. Other targeted agencies include private skills development agencies; private employment agencies; providers of business development support services; microcredit agencies; employers' and workers' organizations; and organizations of disabled persons.

Results achieved and impact

In less than ten years, the ILO-Irish Aid Partnership Programme's approach has helped bring many disabled persons into mainstream society, perhaps for the first time in their lives. Most importantly, it is an approach designed to have long-lasting effects, with collaborating groups and associations further disseminating and institutionalizing the message of inclusion. Some concrete results to date are:

- The Federation of Ethiopian National Associations of Persons with Disabilities (FENAPD) and the Tigray Disabled Veterans Association (TDVA) in Addis Ababa and Tigray Region, Ethiopia, have a greater capacity to manage and implement enterprise development activities.
- Women's entrepreneurs associations have played a key role in the strategic partnership alliance, providing an advocacy platform for the rights of women entrepreneurs, in addition to providing its members with access to training and development. The inclusion of disabled women in such associations has also greatly contributed to creating a sense of 'belonging' in society, as productive members of the community, as well as promoting awareness of the capacity and potential of disabled persons among non-disabled women entrepreneurs.
- Women entrepreneurs with disabilities have been trained alongside non-disabled women entrepreneurs to become trainers themselves in business development training activities.
- Since 2006, women entrepreneurs with disabilities have actively taken part in the annual Month of Women Entrepreneurs alongside other entrepreneurs, displaying their products at exhibitions, and using the platform for networking with other entrepreneurs.
- The Ethiopian Centre for Disability and Development (ECDD), the INCLUDE project partner in Ethiopia, has successfully assisted women and men with disabilities to access mainstream services including access to microfinance and to services of enterprise development agencies.

Contribution to policy development

Another element of empowerment emerging from this success story is its contribution to the promotion of disability considerations in national laws, policies, services, and programmes. Working in close partnership with the Ministry of Labour and Social Affairs (MoLSA), the Partnership Programme has supported the development and enactment of Ethiopia's new Proclamation Concerning the Rights to Employment for Persons with Disabilities, which promotes decent and productive work, and offers a key to an independent life for many disabled persons. In addition, the Programme has also made significant contributions to advocacy efforts to support the ratification of the United Nations Conventions on the Rights of Persons with Disabilities and the inclusion of disability as a development issue in the national development plan.

Website:	www.ilo.org/disability
Source of funds:	The Government of Ireland through Irish Aid
Timeframe:	2008 to 2011
Contacts:	ILO Country Office for Ethiopia and Somalia, addisababa@ilo.org

Mali and Senegal

29. Working with the diaspora for better information based on rights: The Migration Toolkit

Lô arrived in Spain from Senegal in the late 1970s and lives today in Gijón, in Northern Spain. When he left Senegal, searching for opportunities to improve his life, he knew he would return one day. In 1996 he established a business exporting construction material from Spain to Senegal. Having returned to Senegal in 2006, he created a cooperative with the help of the Self-production Organizations Support Office.

Today the cooperative has more than 2,000 chickens and produces 20,000 eggs per week. Some eggs are sold to women in nearby villages, who in turn sell them in Dakar, creating local jobs. The rest is sold to a distribution enterprise. Ten jobs were created and the cooperative now also produces fruits and vegetables.



The strategy

This project was set up to counter the prevailing lack of assistance and information available to facilitate the mobility of labour migrants from Senegal and Mali to Spain, including the absence of a migration policy that links such migration to wider socio-economic development in the region. The project thus aims at supporting efforts to optimize the social and economic benefits of migration for the Sahel region, as well as for Spain and the individual migrant workers. The project is carried out in close cooperation with vocational training and labour administration institutions in the countries of origin and with the Spanish authorities, with a view to support orderly migration toward Spain and maximise the development benefits of migration for both the countries of origin and destination.

The Rabat Plan of Action²¹ (2006) concerning migration and development suggests that measures be put in place to “guarantee that sufficient skills are available for the development of African countries” and, to this effect, strengthen cooperation between Europe and Africa in terms of professional training. In line with this recommendation, the

²¹ Rabat Plan of Action of the Euro-African Ministerial Conference on Migration and Development, 10-11 July 2006.

project focuses on facilitating the matching of labour market supply and demand for migrant workers, and enhancing the employability of selected migrant workers through support for vocational training institutions, as well as improving training and employment services in the countries of origin. The project thus contributes to matching Spanish enterprises' demand for migrant workers through temporary migration schemes, in full respect of migrant workers' rights, while at the same time promoting the means to effectively reintegrate the migrants into the national labour market upon their return.

Project objectives

Development Objective:

To help maximize the benefits of organized labor migration in Mali, Mauritania and Senegal to promote sustainable development and poverty reduction.

Immediate Objective 1:

Institutional strengthening and improvement of job placement mechanisms and management of migratory flows.

Immediate Objective 2:

Improvement of vocational training system to ensure a more adequate response to the demand of the labour markets taking into account the skills obtain but the migrant.

Immediate Objective 3:

Support for a reintegration system in the country of origin to boost mobility of migrants and maximize its benefits to the society of origin and destination and migrant workers themselves.

Target group, tripartite partners and stakeholders

The direct recipients: The Senegalese and Malian diaspora in Spain.

The partners: The main partners are the Ministries of Foreign Affairs in Senegal and Mali, as well as ILO constituents in the two countries.

Results achieved and impact

Information and education for migrants: A communication network has been launched to meet the information needs of migrant workers throughout the migration cycle. The project developed a migration toolkit for Senegal, Mali and Spain. This is the result of a participatory communication process – involving migrants, social actors, organizations of the diaspora, government institutions – that facilitated the creation of networks and tools. The migration toolkit is composed of the following specific guides:

- An information guide for Senegalese migrants returning from Spain, consisting of an information section and a “frequently asked questions” section about migrants’ rights.
- A guide to the reintegration of Senegalese migrants returning from Spain covering two different aspects: (i) a compilation of resources for reintegration assistance; (ii) practical information related to social participation and reintegration.
- A facilitator's guide to help establish a trained network of reintegration facilitators.

The different guides have an audio version and use adapted methodologies (including comic strips) that reach the most vulnerable migrants, in particular low-literacy users. The guides are presented in the national languages of Wolof and Pular for the Senegalese, and Bambara and Soninke for the Malians.

One of the most important factors of success is the participatory methodology used for the development of the guides. It included bilateral and plenary focus group discussions with all the stakeholders, including government institutions, trade unions from the destination and origin countries, diaspora organizations, and migrant workers.

Networks and synergies: An assistance and orientation network for migrants, their families and young job seekers was launched in Senegal with the support of the project. The network covers different organizations, including the Senegalese diaspora in Spain, such as the Federation of Senegalese Migrants and the Senegalese Coordination of Associations of Catalonia; and the Senegalese and Spanish trade unions. Currently the network has seven local development and orientation centres throughout Senegal. Training offered to the centres' staff has improved their services in the areas of employment counselling, employment search assistance and self-employment orientation. The network has been strengthened through synergies with other ILO projects, in particular Start and Improve Your Business (see box in Success Story No. 2).

Any interested actor can join the network, such as migrant support organizations, local Spanish and Senegalese authorities, the public employment services and Senegalese Consulates abroad. The network has established a referral system for migrants and cooperates with orientation centres managed by trade unions in Spain and local authorities, such as the Barcelona Counselling Network. Cataluña was a pilot region due to the size of the community of Senegalese migrant workers there.

Structuring the diaspora organizations: The project supported the establishment of the Senegalese Migrant Foundation in Dakar. Its first general assembly gathered different Senegalese associations from several migrant destination countries and the project contributed to strengthening the capacity of these associations, such as the Senegalese Community of Cataluña. Association leaders of this community received targeted training to improve their communication skills and to be facilitators of the migrant toolkit.

Contribution to policy development

The project contributes to increased social protection for migrant workers and also raises awareness around the rights of migrant workers. Above all, the project contributes to a positive reintegration approach and policy, enhancing the generation of opportunities in the migrants' country of origin and improving the governance of labour migration.

The project also contributes to social dialogue by facilitating the participation of the ILO's constituents and civil society organizations in the management of migration, thus creating the framework for further cooperation.

Potential for upscaling and replication

Migrants returning to Senegal and Mali from other European destination countries, in particular Italy and France, have expressed interest in the project and its strategy. It is envisaged that the assistance network established in Senegal will be employed to reach Senegalese labour migrants to, and returning from, Italy. The contents of the existing guides will be adapted to their reality. In addition, the expertise developed will be used to put in place a programme of financial education for migrants and their families in order to improve the use of remittances for local development.

Website:	www.ilo.org/public/english/protection/migrant/areas/tcprojects.htm
Source of funds:	The Government of Spain
Timeframe:	2006 to 2012
Contacts:	ILO Country Office for Senegal, Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Guinea, Guinea–Bissau, Mali, Mauritania, Niger and Togo, dakar@ilo.org

Promoting effective tripartism and social dialogue

Until now, social dialogue processes in most African countries have focused on workplace concerns rather than on trying to influence national economic and development policies. In some West African countries tripartite national agreements have led to the creation of new social dialogue institutions that should be able to play a more active role in this respect. Suitable mechanisms for consultation and dialogue are also in the process of being created within the framework of Regional Economic Communities, in order to give voice to social concerns in the regional integration agendas.

To secure effective participation of the social partners in socio-economic policy-making, it is important to have well-functioning social dialogue mechanisms at all levels: national, sectoral, and local, and well-informed representative social partners. It is also essential that labour administration systems function well so as to assert more firmly their important role as facilitators of social dialogue and promoters of decent and productive employment. One of their major tasks is to guarantee good socio-economic governance. This can only be achieved in the context of an appropriate legal framework (laws and collective agreements), and effective enforcement mechanisms (labour inspection, labour courts, and alternative dispute resolution mechanisms).

West African Economic and Monetary Union (WAEMU)

30. Promotion of social dialogue in francophone Africa (PRODIAF) The establishment of a tripartite social dialogue framework in the West African Economic and Monetary Union

The West African Economic and Monetary Union, WAEMU (also known as *UEMOA* in French, *Union Economique et Monétaire Ouest Africaine*) is a treaty-based organization established in 1994 by the Heads of State and Governments of seven West African countries which have a common currency, the CFA Franc. By establishing this organization, its member states, Benin, Burkina Faso, Guinea-Bissau, Ivory Coast, Mali, Niger, Senegal, and Togo aim for greater economic integration but also political stability.

At a tripartite meeting held in Ouagadougou, Burkina Faso, in March 2009, which brought together government ministers responsible for labour and representatives of employers' and workers' organizations from WAEMU countries, a tripartite regional body for social dialogue was established, the Tripartite Council for Labour and Social Dialogue (CTDS). The development of this body is today seen as a key milestone in the process of setting up sub-regional consultation frameworks. The creation of this structure is further proof of the commitment of the member States to strengthening their own social dialogue structures.



Representative social partners are essential for effective social dialogue.

The strategy

PRODIAF (Promotion of Social Dialogue in Francophone Africa) is an ILO project that supported the gradual construction of social dialogue tripartite frameworks for states and regional economic communities. PRODIAF has been involved in twenty-three countries in French-speaking West Africa since 1998, conducting national studies on the status of social dialogue and tripartite cooperation, national tripartite meetings, awareness and capacity building workshops on social dialogue, conflict management, and negotiation skills. The capacity building activities were developed in collaboration with the International Training Centre of the ILO in Turin.

PRODIAF met the West African social partners' demand for support of their greater involvement in sub-regional integration processes. The project supported the establishment of a regional social dialogue framework for member States of the West African Economic and Monetary Union, the Economic Community of Central African States (CEMAC) and, more recently, the Economic Community of Countries of the Great Lakes (CPLG), as well as the Economic Community of West African States (ECOWAS).

Social Partners from WAEMU member States (Benin, Burkina Faso, Guinea-Bissau, Ivory Coast, Mali, Niger, Senegal and Togo) expressed a wish to participate in the regional decision-making process from within a tripartite social dialogue framework.

According to a recent evaluation of the PRODIAF project, the reasons for creating a tripartite regional structure included the need to deepen regional integration and to respond to difficulties encountered in implementing regional economic reform measures at the national level. In other words, it was accepted that the establishment of a sub-regional tripartite structure could be a catalyst for a better functioning social dialogue in each WAEMU member State. This could be achieved notably through training and other initiatives aimed at harmonizing the social legislation under the auspices of the sub-regional structure.

Project objectives

Development Objective:

To contribute to the consolidation of democracy, peace, good governance and economic development in the WAEMU regional economic communities through social dialogue.

Immediate Objective 1:

Social Dialogue is institutionalised in the WAEMU.

Immediate Objective 2:

Social partners participate actively in the formulation and implementation of subregional policies.

Target group, tripartite partners and stakeholders

The direct recipients: The social partners, employers' and workers' organizations, the Ministry of Labour, national and sub-regional social dialogue committees or commissions. The indirect beneficiaries are workers and their families.

The partners: Organization of African Trade Union Unity (OATUU) and the West African Workers' Union (WAWU), the International Trade Union Confederation (ITUC), the International Organization of Employers (IOE), the African Union, the European Socio-Economic Council and the International Training Centre of the ILO in Turin.

Results achieved and impact

PRODIAF has played an important role in organizing and strengthening sub-regional frameworks and West Africa-wide groupings. Indeed, through their respective organizations, employers and workers have begun to create organizations capable of presenting their concerns to the WAEMU policy makers to be considered in their decision-making processes.

PRODIAF's support for the WAEMU tripartite social dialogue framework recalls the first regional tripartite meeting in Ouagadougou, Burkina Faso, in 1999. Employers' and workers' representatives, and WAEMU member States' Ministers of Labour, recommended "the establishment within the Union of a permanent tripartite (government / employers / workers) framework to take into account the social and human dimension of economic integration." They also advocated the establishment of a Tripartite Monitoring Committee chaired by the Minister of Labour from Burkina Faso.

Furthermore, PRODIAF awareness-raising and capacity building activities contributed to making many actors in WAEMU countries aware that a dialogue framework at the community level may facilitate the resolution of labour disputes as well as the resolution of political disputes between states.

In addition, a three-year action plan (2011-13) was adopted in July 2010 in Ouagadougou, Burkina Faso, to support capacity building for the Council. Furthermore, following the political turmoil in the Ivory Coast, the CDTS has been mandated to explore possible ways of expressing opinions regarding political crises in the region.

The Council established by the WAEMU will profit from the existence of established structures representing employers' and workers' organizations at the regional level. On the employers' side, a Pan-African Employers' Confederation and Federation of Employers' Organizations of West Africa have been established. These organizations can represent employers and workers in Africa beyond the WAEMU.

Lastly, all WAEMU member States have consultative structures in their national Labour Codes, largely inspired by the 1952 Overseas Labour Code (CTOM). These structures have gained some momentum since the late 1990s as a result of political and union pluralism, and the impetus provided by PRODIAF since 1996.

Contribution to policy development

Regional social dialogue reinforces discussion between and among employers and workers. It contributes to efforts of strengthening political stability in the sub-region. Therefore, the creation of a social dialogue framework within UEMOA responded to a necessity dictated by the following:

- The urge to consider the social dimensions of globalisation. WAEMU cannot be left out of this process.
- Social dialogue at the level of regional economic groupings is widely considered an additional factor of effectiveness in achieving their goals. Conversely, the absence of social dialogue has sometimes led to rejection by the populations concerned by the decisions of these groups.
- Social partners have clearly expressed a wish to be consulted or involved in decision-making within WAEMU.
- Social crises that occurred in some WAEMU countries (such as in the Ivory Coast) highlight the necessity and urgency of social dialogue as the instrument *par excellence* for conflict prevention.

Potential for upscaling and replication

Since 1997, special efforts have been made in WAEMU member States to implement tripartite social dialogue and there seems to be a stronger political will to promote such dialogue although the different countries are not moving at the same pace. Experiences were shared with other RECs through a regional workshop in Dakar, Senegal, in 2010 and in this context ECOWAS has expressed interest in setting up a social dialogue and regional integration institute.

Website:	www.prodiaf.org
Source of funds:	The Government of Belgium
Timeframe:	1998 to 2010
Contacts:	ILO Country Office for Senegal, Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Guinea, Guinea-Bissau, Mali, Mauritania, Niger and Togo, dakar@ilo.org

Zimbabwe

31. Strengthening social dialogue and tripartite cooperation

The strategy

Upholding and strengthening of social dialogue and tripartite consultation was identified as one of the priorities in the Zimbabwe Decent Work Country Programme (2005-07) which was adopted by the tripartite constituents in 2005. Furthermore, strengthened mechanisms for promoting the rule of law, dialogue, participation in decision-making processes, and protection of human rights was identified as one of the outcomes in the Zimbabwe United Nations Development Assistance Framework (2007-11) which was adopted jointly by the Government of Zimbabwe and the United Nations Country Team for Zimbabwe.

Pursuant to the implementation of the above programmes, and in an effort to assist the tripartite constituents to address factors and challenges that militated against effective social dialogue in Zimbabwe, the ILO and the United Nations Development Programme (UNDP) jointly developed and implemented a project on Strengthening of Social Dialogue and Tripartite Cooperation in Zimbabwe.

The main thrust of the project was to support the efforts of the Government and social partners in strengthening social dialogue, its processes and institutions at the national level, with emphasis on the Tripartite Negotiating Forum (TNF); supporting bipartite dialogue and collective bargaining at the sectoral level with focus on Employment Councils in the private sector and the National Joint Negotiating Council and the Health Services Bipartite Negotiating Panel in the civil service; and enhancing the labour dispute resolution system to provide a speedy settlement of labour disputes.

Project objectives

Development Objective:

To promote decent work through reinforcement of social dialogue.

Immediate Objective 1:

The strengthen the capacity of the tripartite partners to effectively participate in social dialogue institutions through inclusive and participatory processes.

Immediate Objective 2:

Strengthen the institutional framework of social dialogue institutions including the interface between tripartite partners and other key stakeholders.

Immediate Objective 3:

To enhance bi-partite cooperation at the sectoral and enterprise level.

Immediate Objective 4:

To strengthen the effectiveness of the labour dispute settlement system.

Target group, tripartite partners and stakeholders

The direct recipients: The Ministry of Labour and Social Services, Ministry of Public Service, the Labour Court, the Employers' Confederation of Zimbabwe, Zimbabwe Trade Union Congress and National Employment Councils.

The partners: The main partner for the project was the United Nations Development Programme (UNDP) who also funded the project.

Results achieved and impact

During the implementation of the project, several good practices were identified which must be further consolidated and sustained. These include:

- Capacity building in social dialogue skills which resulted in the conclusion, signing, and launch of the Kadoma Declaration, which is a framework within which the tripartite partners in Zimbabwe operate to contribute towards revival of the economy of the country, political tolerance, and “depoliticisation” of the workplace.
- Sharing of experiences between the tripartite partners in NEDLAC of South Africa and their counterparts in the Tripartite Negotiating Forum (TNF) of Zimbabwe. A study visit to NEDLAC was organized for members of the TNF to familiarise themselves with the operations of NEDLAC, its structure, mandate, role in national policy making, and its interface with other national policy making bodies. This has resulted in the ongoing efforts to effect institutional and structural reform of the Tripartite Negotiating Forum (TNF), development of legislation for the setting up and operating of the TNF, and establishment of an independent TNF secretariat.
- Sharing of experiences among members of the South African Public Service Coordinating Bargaining Council and their counterparts in Zimbabwe, namely members of the National Joint Negotiating Council (NJNC, a structure for collective bargaining for the general civil service) and the Health Services Bipartite Negotiating Panel (HSBNP, a structure for collective bargaining for government employees in the health sector). A study visit was organized to South Africa for the latter to familiarise themselves with South African public service public relations, especially on collective bargaining and dispute resolution. This has resulted in the establishment of the Public Service Steering Committee in Zimbabwe to look into harmonization of collective bargaining in the public service; development of statutory instruments to regulate the operations of a public service bargaining council; and the establishment of an independent secretariat to service the bargaining council.
- Strengthening of national bipartite collaboration between the Zimbabwe Congress of Trade Unions (ZCTU) and the Employers' Confederation of Zimbabwe (EMCOZ) which resulted in the signing of a draft Memorandum of Understanding between the two organizations and the identification of issues to be discussed, which include, among others, linking of wages with productivity and the impact of indigenization regulations on the economy.

- Auditing of a labour dispute resolution system of the country with a recommendation to establish an independent commission for conciliation and arbitration and training in alternative dispute resolution mechanisms for conciliators, arbitrators, and presidents of the Labour Court.

The project was indeed a success story because despite the political polarisation in Zimbabwe, the tripartite partners were able to agree on a tripartite framework as their contribution to national socio-economic recovery (Kadoma Declaration). Secondly, these social dialogue processes started in 2006 at the height of political tension in Zimbabwe. The tripartite partners were able to influence the national mood by stating that the problems in the country could best be resolved through dialogue, this led to the subsequent political dialogue which resulted in the conclusion of the Global Political Agreement between the three major political parties.

Contribution to policy development

The project supported the labour law reform process in Zimbabwe which has resulted in the establishment of the Labour Law Reform Advisory Council to lead the law reform process and harmonise labour legislation for the private sector and public service. Furthermore, the National Employment Policy Framework was adopted as a first step towards the formulation of a broad National Employment Policy for Zimbabwe.

Source of funds:	United Nations Development Programme (UNDP)
Timeframe:	2008 to 2010
Contacts:	ILO Country Office for Zimbabwe, harare@ilo.org

Lesotho

32. Better work

Lesotho is one of the poorest countries in the world. The apparel industry, which accounts for nearly half of the formally employed workforce, is the largest employer in the country. In late 2009, apparel factories employed over 40,000 workers, making up about 80 per cent of all jobs in Lesotho's manufacturing sector. In addition, women make up 85 per cent of the apparel industry workforce, and surveys within the sector show that 43 per cent of employees are HIV-positive.

By 2008, garment exports to the US, Lesotho's largest garment export market, were worth US\$ 340 million. This dependence on one market creates significant risks, including trade policy uncertainty. Ensuring a future for the industry in Lesotho requires a multifaceted approach, including efforts to improve vertical integration, diversify markets, enhance production and ensure high levels of compliance with labour and environmental standards.

Better Work Lesotho is an ILO project that works in close collaboration with existing initiatives, particularly those focusing on the apparel industry, and capacity-building initiatives undertaken by the Ministry of Labor and Employment as well as by social partners. Better Work Lesotho is part of a larger international programme (see box below) and is integrated in the Decent Work Country Programme for Lesotho. The programme aims to reduce poverty by expanding decent work opportunities in targeted export industries, especially for women (a considerable percentage of whom are HIV positive).

The Better Work Programme is a unique partnership between the International Labour Organization (ILO) and the International Finance Corporation (IFC). It was launched in August 2006 in order to improve labour standards and competitiveness in global supply chains.

The programme assists enterprises to improve practices based on core ILO labour standards and national labour law. It does this with a strong emphasis on improving worker-management cooperation, working conditions and social dialogue. Enhancing respect for labour standards helps enterprises meet the social compliance demands of global buyers, improves conditions for workers, and helps firms become more competitive by increasing productivity and quality.

Better Work focuses on labour intensive industries having large numbers of vulnerable workers in developing countries, such as agribusiness, apparel, construction, and light manufacturing. The programme is developing both global tools and country level projects in Cambodia, Haiti, Indonesia, Jordan, Lesotho, Nicaragua and Viet Nam.

The strategy

The development objective of the Better Work Lesotho project is to reduce poverty in Lesotho by expanding decent work opportunities in targeted export industries. To achieve this, the project works at the enterprise level to improve competitiveness of the manufacturing sector (apparel industry, with possible extension to the footwear industry) by promoting enhanced economic performance, socially responsible production, and compliance with national labour law and the principles of the ILO Declaration on Fundamental Principles and Rights at Work (1998).

The project strategy is to combine independent enterprise compliance assessments with enterprise advisory and training services to support practical improvements through workplace cooperation. Firstly, by using Better Work's information management system, called STAR - Supply Chain Tracking of Assessments and Remediation, enterprises can share assessment information with their buyers. This in turn allows buyers to reduce their own auditing and redirect resources to fixing problems and focus on sustainable solutions. The key to success is the support of the relevant employers' and workers' organizations, the national Government and international buyers.

The project also promotes skills development in the garment industry by offering training on human resources management, supervisory skills, and occupational safety and health issues. The project uses transparent public reporting of aggregate national data to promote accountability and in order to measure progress over time.

The strategy of Better Work in Lesotho also seeks to address the impact of HIV and AIDS on the development and sustainability of the garment industry, on the capacity of workers and their attitudes towards their own financial and social future, their wellbeing, and that of their families. All of this impacts significantly on improved industrial relations in the factories and the industry.

ILO's constituents participate closely in project design and implementation. This is critical for building the consensus and partnership that make Better Work a success. In turn, the involvement of each constituent in improving compliance with labour standards strengthens their respective investments in good worker protection and industry competitiveness in global supply chains.

Better Work's partners participate at both global and country levels. At the global level, an Advisory Committee provides input to the Management Group, which includes representatives of donor Governments and international workers' and employers' organizations to help ensure key stakeholder engagement.

At the country level, the Better Work project design entails a participatory process over a period of 6 to 12 months, with the active participation of constituents. Better Work's Project Advisory Committees (PACs) at country level bring together ministries of labour and trade with industry and investors' associations, as well as national- and sectoral-level trade unions, to advance social dialogue in practical ways. The PAC is a forum for promoting not only the interests and competitiveness of the industry, but also practices and policies that will improve working conditions. In this respect, the PAC provides an opportunity for trade unions to actively participate and advocate for changes for their members and workers across the industry.

At the factory level, gaps in compliance identified through assessments are addressed by a Performance Improvement Consultative Committee (PICC), a body of 8 to 10 persons comprising an equal number of management and worker representatives. Where possible, the formation and capacity development of the PICC builds on a factory's existing effective labour management structures. The PICC, which oversees the factory improvement plan, also provides a forum for management and workers to share responsibility and accountability for developing solutions to a wide range of compliance issues.

Project objectives

Development objective:

To reduce poverty in Lesotho by expanding decent work opportunities in targeted export industries.

Immediate Objective 1:

Increased compliance with national labor law and with international labor standards in the Lesotho apparel sector.

Immediate Objective 2:

Sustainable access to Better Work tools and approaches after 2014.

Immediate Objective 3:

Lessons learned and regulatory gaps identified through factory assessments are integrated into government policy discussions, international policy debates, and geographic as well as sector wide strategies.

Target groups, tripartite partners and stakeholders

The direct recipients: The workers of the factories that have already signed up or will sign up to Better Work Lesotho during the implementation phase. They will benefit from sustained employment, better labor standards compliance and working conditions, including correct payments of wages and entitlements. 80 to 85 per cent of workers in the Lesotho apparel industry are women.

The Partners:

- The Government of Lesotho, in particular the Ministry of Labor and Employment and the Ministry of Trade, Industry, Marketing, and Cooperatives.
- National employers' organizations: Association of Lesotho Employers and Business (ALE), Lesotho Textile Exporters Association (LTEA).
- National and sectoral level workers' organizations: Lesotho Congress of Democratic Unions (LECODU), the Lesotho Labour Council (LLC), the Lesotho Clothing Allied Workers Union (LECAWU), the Factory Workers' Union (FAWU), National Union of Textile (NUTEX), United Textile Employees (UNITE) and *Lentsoe La Sechaba* (Voice of Workers).
- The International Textile Garment and Leather Workers' Federation (ITGLWF)
- International buyers.
- UNDP, International Finance Corporation (IFC) and the World Bank.

Results achieved and impact

- Enterprise assessment services have been established, assessment reports are being generated in STAR and shared with suppliers and buyers;
- twelve factories and four buyers have signed up to date;
- the project is generating incomes through supplier and buyer subscriptions;

- the Project Advisory Committee (PAC) has been established and is meeting on a regular basis;
- the Ministry of Labour and Employment shows strong commitment towards making Better Work successful;
- involvement of trade unions in the project from the outset and fruitful cooperation with all five sectoral unions as well as ITGLWF; as a consequence, cooperation among the five sectoral trade unions has improved;
- formation of PICCs is in process;
- the training services will be launched in September 2012;
- The Government, led by the MoLE, is working on a legislation to make participation in Better Work Lesotho mandatory.

Contribution to policy development

The project aims to influence labour law regulation through discussion of the assessment findings with the Labour Inspectorate. Discussions in the PAC and the findings of the public synthesis report may influence industrial (sectoral) policy.

Furthermore, the project is aligned with the existing ILO Decent Work Country Programme the United Nations Development Assistance Framework (UNDAF) and the World Bank Private Sector Competitiveness and Economic Diversification Program (PSC).

Potential For Upscaling And Replication

The project aims to operate industry-wide, approximately 40 factories with a workforce of about 37,000 will be covered by the end of the project. Furthermore, a feasibility study will look into the possibility to replicate Better Work in neighboring countries.

Website:	www.betterwork.org
Source of funds:	United States Department of Labor
Timeframe:	2009 to 2012
Contacts:	ILO Country Office for South Africa, Botswana, Lesotho, Namibia and Swaziland, pretoria@ilo.org

Creating employment in times of crisis

Africa has on numerous occasions in the recent past experienced the devastation brought by conflicts and natural disasters. Although everything should be done to avoid or mitigate such crises in the future, prudence demands that the ILO and its constituents be fully prepared to respond to the need for social and economic reconstruction and join the international networks engaged in moving from relief to recovery.

Investing in development, efficient growth and job creation is essential in order to reduce conflicts and the impact of natural disasters. In the aftermath of a crisis, once immediate survival needs are met, women and men want to rebuild their lives. Access to jobs and income will boost their prospects for socio-economic recovery and set them on the path to sustainable development. However employment is often treated as an afterthought, on the assumption that it will simply follow the reconstruction process. This is not the case and employment promotion must be a key component of post-crisis recovery strategies from the start. It should be part of a coordinated, coherent and integrated approach that brings together all relevant actors, with predictable financing.

Liberia

33. Poverty Reduction through Decent Employment Creation in Liberia (PREDEC)

“Decent work is one of the democratic demands of people everywhere. The Decent work agenda is an agenda for development that provides a sustainable route out of poverty.”

Ms. Ellen Johnson Sirleaf, President of Liberia²²

Liberia's 14 years of conflict cost the country more than 250,000 lives, devastated the social and cultural fabric of society, hugely displaced the population, destroyed infrastructure, and generated widespread poverty and disease. From a middle-income, pre-conflict country, Liberia became a post-conflict State in which 75 per cent of the population lives on less than US\$ 1 a day.

For the last decades, the Liberian people have remained under the strain of violence, injustice, and extreme poverty, which can largely be blamed on poor governance and disregard for the rule of law. The new Government, democratically elected in 2006, is making significant progress towards the restructuring of its economy and development policies, as well as adjustments that address the structural problems that contribute to poor governance and disregard for the rule of law. But Liberia continues to suffer from unemployment, weak public administration, corruption, limited justice, and lack of human capacities. Therefore, poverty reduction through decent employment promotion is a priority for the Liberian Government and the international community. Furthermore, in a time of international economic crisis, good governance and the rule of law provide more than ever the institutional basis for strong economic performance and poverty reduction. In order to promote decent and productive employment that will alleviate poverty and ensure peace stability, it has also been crucial to create a strong enabling environment, through the promotion of social dialogue.

The strategy

This project was jointly formulated by the ILO and the Government of Liberia as an initial response of the ILO to the Government's request for assistance in boosting job creation as well as to recover and enhance effective functioning of public institutions, particularly by the Ministry of Labour. PREDEC's strategy was to use three interrelated components in order to respond to the Liberian Government's request:

- 1) Employment generation through labour-intensive road works;
- 2) waste management in Monrovia, entrepreneurship and skills development; and
- 3) strengthening the role of tripartite constituents.

²² ILO Conference, 2006

Project objectives

Development objective:

To contribute to poverty reduction in Liberia through the reinforcement of capacities of local and national stakeholders in formulating and implementing comprehensive local economic development and employment creation strategies.

Immediate Objective 1:

Job creation potential will have been demonstrated through the use of well – managed labour based methodologies for road works.

Immediate Objective 2:

Opportunities for skills training, entrepreneurship development and cooperative development in the project area and the surrounding rubber plantations are developed.

Immediate Objective 3:

Sustainable jobs for poor youth, women and men are created by involving and engaging communities in solid waste management.

Immediate Objective 4:

The Liberia Emergency Employment Programme (LEEP) Secretariat is capacitated to fulfil the Ministry's role of lead facilitator for operationalising the LEEP strategy, leading to a coordinated response in livelihood and employment .

Immediate Objective 5:

The labour administration system, particularly the Ministry of Labour , the workers and employers organisations, are strengthened to fulfil their mandatory and consultative role in designing and implementing social and labour practices.

Target groups, tripartite partners and stakeholders

The direct recipients: The Ministry of Labour, the Ministry of Public Works, the Ministry of Youth and Sports, the Monrovia City Corporation, the Liberia Labour Congress (LLC), the Liberia Chambers of Commerce (LCC).

The indirect beneficiaries: Men and women living in the triangle Bensonville-Johnsonville-Todee and in Monrovia.

The partners: The World Bank and the African Development Bank. Furthermore, the Liberian Labour Congress and the Liberian Chambers of Commerce were direct recipients of the project as well as members of the Project Steering Committee.

Results achieved and impact

Component 1: Employment generation through labour-intensive road works.

- Communities, private contractors, engineers, and Ministry of Public Works staff were trained on labour-based road construction and maintenance.
- Small and medium-size enterprises (SMEs) along the demonstration roads; female operated businesses who received business management training and access to credit, were given priority (16,000 person-days of work have been achieved by the female labor force out of a total of 55,000 person-days of work).

Component 2: Waste management in Monrovia, entrepreneurship, and skills development.

- Community-based organizations, micro enterprises and city officials were trained in business management and technical skills for solid waste management, including recycling and composting.
- At least 50 persons from 14 community-based organizations (CBOs) and micro enterprises received training in business and technical skills in solid waste management. In addition, officials of the Monrovia City Corporation received training at the ILO's International Training Centre in Turin, in sustainable enterprise development.
- CBOs' members were provided with skills in marketing of recyclable materials and simple book-keeping;
- 30 per cent of women's CBOs were supported with basic tools, equipment, and credit to enable them to kick-start their waste collection businesses (of the 193 jobs created, 96 were women).

Component 3: Strengthening the role of tripartite constituents.

- A capacity-building programme was developed in 2008 with the aim of strengthening the negotiation skills of tripartite constituents. These contributed to the establishment and functioning of the National Tripartite Committee (NTC), which is the national tripartite structure responsible for social dialogue.
- Employers agreed to have a single voice through the establishment of the Liberia Chamber of Commerce (LCC).
- Workers organized themselves under one single entity, the Liberia Labour Centre (LLC).
- A Decent Work Bill (labour code) was drafted.
- The strengthening of the social dialogue process through the NTC has been incorporated into the Poverty Reduction Strategy and UNDAF.

Contribution to policy development

The abovementioned outcomes contributed to the active participation of the NTC in the labour law reform process, the formulation of the National Employment Policy as well as in the PRS (Poverty Reduction Strategy) Labor and Employment Sub-Committee of Economic Revitalization. In addition, the social partners have been active participants in the national gender mainstreaming process and in the formulation of a National HIV and AIDS policy for the workplace.

Potential for upscaling and replication

Whereas all the project's components can be replicated on a national scale, component one of the project is currently being replicated in collaboration with the World Bank and the African Development Bank.

Source of funds:	The Government of the Netherlands
Timeframe:	2007 to 2010
Contacts:	ILO Country Office for Nigeria, Gambia, Ghana, Liberia and Sierra Leone, abujareg@ilo.org

Comoros

34. Peace-building support through the promotion of youth and women's employment in the Comoros

"This project is of vital importance to all of us. It aims to improve the living conditions of the population."

The President of the Comorian Workers' Confederation (CTC)

"With this initiative, we hope to improve our lives because it will allow women to have access to a decent income."

The President of the Comorian Employers' Organisation (OPACO)

The politico-military crisis in Comoros has had serious consequences on Comorian youth, who represent a very real category at risk. The conflict appeared as an opportunity to overcome unemployment by joining the militia.

The ILO has received support from the United Nations Peacebuilding Fund (PBF) to focus on weaning youth away from violent paths and having them gainfully occupied, through the promotion of socio-economic reinsertion. The project involves the establishment of a job creation and youth empowerment programme, through labour-intensive projects, the establishment of employment creating mechanisms, vocational training, and microcredit facilities.



Finding gainful employment as an alternative to joining the militia.

The unemployment rate of the Comorian population under the age of 25 is today estimated at 44.5 per cent. The precarious situation of youth in the labour market is a consequence of limited job opportunities, the low productivity of agriculture, and a reduction of foreign investment, combined with a weak infrastructure (telecommunications, transport, energy), and a climate prone to extremes. Consequently, young people are often relegated to work in the informal economy, characterized by low and irregular wages, unsatisfactory working conditions and the non-existence of social protection mechanisms.

Furthermore, the limitations of the national education and vocational training systems, as well as the ineffectiveness of job orientation structures for young people, prevent them from acquiring the necessary skills and professional competences to access the labour market.

The strategy

In order to improve the employability of the targeted young women and men, the project works in partnership with existing vocational training structures, as well as other structures that have the competences and means needed to train apprentices.

Participation of the social partners has been key for the elaboration and implementation of the project. The project was designed with their active participation, particularly in the identification of the activities to be implemented, adapted to the country specificities and context.

In regard to the steering and supervision of the project implementation, a Monitoring and Orientation Committee was created. This is composed of the tripartite social partners, technical and financial partners, and local stakeholders working in the sector of employment promotion.

Project objectives

Development objective:

Social justice and national peace are reinforced through the integration of young people and women in the socio-economic life.

Immediate Objective 1:

Employment management and support structures are implemented.

Immediate Objective 2:

Employability of young people through apprenticeship and qualification internships, including a social responsibility dimension, is reinforced.

Immediate Objective 3:

Young people and women entrepreneurship and access to credit are developed.

Immediate Objective 4:

Urban and rural employment are promoted for local development, using labour intensive approaches, particularly at the district level for green jobs.

Target groups, tripartite partners and stakeholders

The direct recipients: Approximately 1'000 young people, 50 per cent of whom are women, aged 15 to 35 years, an age group representing approximately 35 per cent of the population. In particular unemployed people without adequate training to enter the labour market, ex-combatants, and young people at risk of being enrolled in conflict due to a lack of employment perspectives.

The indirect beneficiaries: The poorest population in the districts and beneficiary neighborhoods.

The partners: The Ministry of Employment, Work, Vocational Training and Women's Entrepreneurship; the Chamber of Commerce, Industry and Agriculture (CCIA), the Employers' Organisation of Comoros (OPACO), the Workers' Confederation of Comoros (CTC), UNDP, FAO, UNIDO and selected NGOs.

Results achieved and impact

In summary, the project has established a system allowing for the creation of job opportunities for young people after offering training that improve young people's employability. Furthermore, young people benefiting from the project have gained the possibility to work in the area they have chosen. Thus, greater social stability is promoted by offering young people an occupation and a source of income allowing them to improve their life conditions.

Half-way through the programme, the following results were achieved:

- Employment support structures were created, such as the creation by ministerial order of the Orientation and Monitoring Committee.
- A strategic partners' network has been created, including centers of vocational training, the chambers of commerce, industry and agriculture of the three islands making up the Comoros, youth and women associations at the national and local (island) levels.
- Subcontracting contracts were signed for the training of young people in modern cooking, sewing, electricity, computer maintenance, mechanics, carpentry, public works, hotel management, and catering.
- 280 permanent jobs for the more vulnerable people were created.
- Partnership contracts with economic operators, members of the Chamber of Commerce, Industry and Agriculture of Ngazidja, as well as different Ministries and enterprises were signed for internship programmes; professionally-qualifying internships for 100 young people were created.
- Agreements with microfinance institutions and the CCIA to support young people in the creation of their own enterprises were signed.
- Employment creation incubators were implemented and self-evaluation mechanisms for young entrepreneurs projects were conducted.

Contribution to policy development

The project interventions are aligned with the strategic axis of the national “Poverty Reduction and Growth Strategy”, particularly axis 5, “to promote education and vocational training in order to improve human resources”.

The implementation of the project is carried out in collaboration with FAO and UNIDO in the framework of the United Nations’s Delivering as One programme in the Comoros. The objectives of the project also contribute to the UNDAF outcome number one, “by 2012, incomes, employment, and food security for the poorest and most vulnerable people are improved.”

Potential for upscaling and replication

This project has great potential to be replicated in the Comoros and other countries. The main prerequisite for replication of the achievements is to ensure an appropriate response based on the specific needs of the target group in order to consolidate peace in a country which has sustained continuous conflicts.

Source of funds:	UNDP Peace Building Fund
Timeframe:	2009 to 2012
Contacts:	ILO Country Office for Madagascar, Comoros, Djibouti and the Seychelles, antananarivo@ilo.org

Democratic Republic of Congo (DRC)

35. Sustainable socio-economic reintegration of ex-combatants through employment promotion

Post-conflict reconstruction is a complex process. Ex-combatants, who were actors in conflict, and others who were affected by it, need to surmount the trauma and face new challenges to survive in a society where conflict has destroyed most of the social, economic, and human capital. Reconstruction is indeed a problematic process that involves significant effort and input.

Socio-economic reintegration of ex-combatants is a particularly complex part of demobilization, disarmament, and reintegration. In most post-conflict societies, insecurity persists and the economy is still too weak to absorb demobilized combatants. In order to enable communities to cope with ex-combatants and other war-affected populations without creating disparity or unfair treatment among them, the reintegration of ex-combatants must be inclusive and part of wider recovery strategies.

A socio-economic reintegration strategy, therefore, needs to be effectively linked to a long-term, sustainable recovery process, not only by targeting individual ex-combatants but also by building local and national capacities to ensure that reintegration evolves into further reconstruction and development.²³

The Strategy

With the signature in July 1999 of the Lusaka agreements, the ILO was asked by the World Bank to develop and implement a pilot project of social and economic reintegration for ex-combatants in DRC.

In 2000, the Government of DRC promulgated a law for the reintegration of ex-combatants and vulnerable groups, including child soldiers, and created a national bureau for the coordination of all the related actions. This was the starting point for the ILO's pilot project, allowing the rehabilitation by 2003 of 800 people, including former soldiers, people with disabilities, soldiers' widows and ex-child soldiers. In 2004, the Government, funded by the World Bank, launched the National Programme for Disarmament, Demobilization and Reintegration (PNDDR in French) and asked the ILO to implement a project under this programme, called "Sustainable socio-economic rehabilitation of ex-combatants through employment promotion".

The strategy of the project is to promote entrepreneurship, particularly collective and cooperative entrepreneurship. This approach allows for the sustainable reintegration of

²³ ILO Guidelines for « Socio-economic reintegration of ex-combatants », ILO/Crisis, Geneva, 2010.

ex-combatants, with financial, material and community-level advantages. Indeed, ex-combatants have more chances to develop effective businesses and defend their interests if they work as a group. Moreover, identifying their special needs for reintegration assistance is essential in order to ensure their participation in reintegration programmes.

The project strategy includes:

- Training needs are evaluated with the active participation of the ex-combatants and the local community. Training content is defined in accordance with their aspirations and skills, but also according to labour market needs and perspectives in their host communities.
- Training in management, cooperative organization, and the creation and management of micro and small enterprises.
- Community sensitization, education, and job orientation. Communities need to become part of the reintegration process. Reconciliation at all levels of society is critical to ex-combatants' full reintegration and society's long-term recovery and community-based reintegration can be an indispensable opportunity in this process.
- Support for local production, transformation, and commercialization of the new ex-combatants' enterprises and/or cooperatives.
- Ongoing monitoring, support and evaluation of the ex-combatants' businesses.

All these activities were implemented by local execution agencies, such as local NGOs and church-based associations, close to and respected by the host communities and the ex-combatants.

Project objectives

Development objective:

Sustainable socio-economic reintegration of ex-combatants is promoted through income and job creation through the promotion of small and medium enterprises.

Immediate Objective 1:

Ex-combatants are professionally oriented for socio-economic reintegration options in their host community.

Immediate Objective 2:

Ex-combatants have acquired the necessary skills and start and manage their micro enterprise or income generating activity.

Immediate Objective 3:

Ex-combatants and community members are organized in economic activities promotion associations for a peaceful and sustainable reintegration.

Immediate Objective 4:

Lessons learnt and good practices in sustainable social and economic rehabilitation are collected and disseminated among the demobilisation and peacebuilding stakeholders.

Target groups, tripartite partners and stakeholders

The direct recipients: Ex-combatants in seven priorities areas of intervention, Provinces of Equateur, North and South Kivu, Maniema, Bandundu, Kinshasa and Kasai Oriental.

The indirect beneficiaries: Members of the community hosting the ex-combatants. They will be directly affected by the reduction of arms circulation, and the restoration of a peaceful climate. They will also benefit from and participate in socio-economic activities.

The partners: Local NGOs and church associations,

Results achieved and impact

A first phase of the project was implemented from 2006 to 2009. Based on the success of this phase, a second phase was agreed from 2009 to 2011.

Some concrete results that have ensued from these two phases are:

- Nearly 15,000 ex-combatants, adults, and young men and women, have been reintegrated in their host community through individual or collective micro-enterprises.
- 3,150 ex-combatants and members of their host community have been organized into production associations. Some 237 cooperatives have been created.
- National capacities for the elaboration, management, monitoring, and evaluation of the socio-economic reintegration process have been strengthened in all the provinces of intervention of the demobilization programme.
- Technical and pedagogical documents for NGOs in charge of socio-economical reintegration support have been elaborated and disseminated.
- Economic trade fairs with the ex-combatants entrepreneurs have been organized to demonstrate the efficiency of the approach.
- A documentary on the beneficiary micro-entrepreneurs was produced and disseminated.
- A compilation of lessons learnt and good practices in socio-economic reintegration was prepared and shared with all the stakeholders, at local, national and international levels.

Furthermore, the project allowed for the replacement of conflict-related activities among the ex-combatants by income generating socio-economic activities. Consequently, arms circulation was reduced and therefore peace was reinforced in the target regions. Finally, while promoting peace and reintegration, the project contributed to the development and poverty reduction of the vulnerable populations of the DRC.

Contribution to policy development

This project is part of the National Programme for Disarmament, Demobilization and Reintegration that has contributed to the elaboration of related laws and several national policies.

Potential for upscaling and replication

The project outcomes were taken into account in the elaboration of the Regional Strategy for Demobilisation and Reintegration of Ex-combatants, chaired by the World Bank, which gave birth to several national projects as well as a regional programme for demobilization and reintegration of ex-combatants in Angola, Burundi, the Central African Republic, Congo (Brazzaville), the Democratic Republic of Congo, Uganda and Rwanda.

Source of funds:	Direct Trust Fund and the World Bank
Timeframe:	2004 to 2011
Contacts:	ILO country office for the Democratic Republic of Congo, Burundi and Congo, kinshasa@ilo.org

Somalia

36. Building Resilience and Achieving Local Accountability through Decent Work

Somalia is considered a failed State having had no effective unifying government since 1991. Instability and insecurity of varying degrees are experienced across all its regions. Despite all this, there is a dynamic market economy supporting the private sector's engagement in services, transport, and trading. There are, however, some bottlenecks to moving from low levels of growth in Somalia to improved levels of sustainable employment in livestock, agriculture, fisheries, and other sectors. Vulnerable livelihoods are the norm for the poor households that are often unable to access neither sustainable employment opportunities, nor market their products for a reasonable price. In Somaliland, regulatory uncertainty is precluding greater financial investment.

Therefore, the ILO's Somalia Programme contributes to stability, peace, and economic development by supporting the creation of decent work opportunities and by developing community, public and private sector capacities to sustain equitable employment and livelihood opportunities.

Lasting peace in Somalia depends on a wide range of measures. Critical among them is access to decent work and livelihoods as it helps to reorient people's minds from conflict and destructive activities. It improves their lives allowing them to access basic services such as water, education, health and shelter. It therefore reduces poverty and social exclusion. Productive activities provide human security, a channel for social healing and a means of reducing the plight of the diverse conflict-affected vulnerable groups, such as unemployed youth, demobilized combatants, disabled people, refugees, returnees, the internally displaced and female-headed and dependant households whose numbers soar during conflicts.

The ILO's approach enables an immediate and positive development process addressing the prevailing infrastructure, livelihoods and employment crisis to unlock the economic recovery process. The ILO's Somalia Programme involves four different projects, interrelated and complementary in Somalia and Somaliland:

- The Sustainable Employment and Economic Development project (SEED);
- The Joint Project on Local Governance and Decentralised Service Delivery (JPLG);
- The Armed Violence Reduction/Youth at Risk project;
- The Eradication of the Worst Forms of Child Labour survey.

The strategy

The ILO Somalia strategy is built around the three principles of:

- Employment and peace building;
- Employment and poverty reduction; and
- Dignity through employment.

To achieve this, the programme supports the three priority areas of the Decent Work Country Programme for Somalia:

- Increased Employment Creation for Poverty Alleviation, Peace and Stability;
- Strengthened Capacities for Tripartite Labour Governance and Administration;
- Reducing Vulnerability through designing a Social Protection Floor by Building on Existing Practices;

The strategy builds local accountability through greater participation of the projects' stakeholders. Within this, the use of employment-intensive investment approaches to address shortfalls in public infrastructure and have youth find gainful employment, foster rights and work ethic, was the basis for the ILO's action. In Somaliland, the approach has been to focus on a geographical area seen as a priority by the Somaliland Government and implement a number of projects to be able to evaluate the delivery of Decent Work through a virtuous triangle of **empowerment**, **opportunity**, and **protection**, as presented in the box below.



The strategy is therefore to **empower** women and youth through vocational training which in turn will allow for the reinforcement and development of cooperatives and micro, small, and medium-size enterprise **opportunities**. In order to succeed, local governance and leadership needs to be enhanced and civil and social **protection** needs to be ensured. More concretely:

- FAO, ILO, UNDP, Save the Children and the WORLD BANK partnered to develop and implement **The Sustainable Employment and Economic Development project for Somalia (SEED)**. The purpose of the project is to improve economic and employment prospects for women and young people in conflict affected communities. The two main components are: (1) developing economic opportunities and creating employment with accompanying skills training; and (2) supporting the investment climate and regulatory framework in Somaliland in order to increase investment and growth.
- **The JPLG** project aims to develop, strengthen and initiate systems for local councils to be recognized and legitimized, function professionally, perform effectively, and to be responsive, representative, participatory, open and accountable to their citizens and provide services. The JPLG supports the design, development and implementation of appropriate policies, institutional and regulatory frameworks that facilitate participatory, transparent and equitable decentralized delivery of services and good governance at the local level. It builds the capacity of districts to engage communities in the planning, implementation, and monitoring of public investment in basic services in urban and rural areas, and improve delivery of and access to basic services through public-private partnerships and relevant institutional frameworks.
- **The Armed Violence Reduction/Youth at Risk project** aims to further improve public infrastructure whilst granting youth a positive career path through skills training. This project is a joint initiative of UNDP, UNICEF and ILO which seeks to contain and prevent violent conflict by engaging youth at risk through the creation of employment and livelihood opportunities at the district level. Some 2000 youth were targeted in 2011 in three to five target districts where all three agencies are deployed. UNDP's role is to identify youth engaged in armed activities, bring them into the project, develop and implement a peace-building curriculum complementing ILO's support for vocational training, life skills based education, and labour-intensive projects, and ensure the overall coordination of the project. Particular care is taken to tailor the peace-building curriculum to the profile of youth at-risk found in each target district.
- Work on the child labour survey builds on initial enterprise and labour skills requirements at the local level imbuing a research capability within partners facilitating the collection and collation of data for further strategic developments.

Project Objectives

Development objective:

Contribute to peace, stability, livelihood improvement and overall socio-economic development in Somalia through equitable access to decent work.

Immediate Objective 1:

SEED project:

Improving stability in Somalia through economic growth and sustainable employment.

Immediate Objective 2:

JPLG project:

Building local governance processes and structures and the capacity to deliver basic services through participatory approaches that support employment led local economic development.

Immediate Objective 3:

Youth at risk project:

Containing and preventing violent conflict by engaging youth at risk through the creation of employment and livelihood opportunities.

Immediate Objective 4:

Child labour project:

Contribute to the eradication of child labour.

Target groups, tripartite partners and stakeholders

The direct recipients: Women and young people in the region which have been affected by conflict over the last 25 years:

- 2,200 women and youth were directly targeted by SEED;
- under the JPLG, 320,000 people have directly or indirectly benefitted;
- The Armed Violence Reduction/Youth at Risk project: 250 young people at risk.

The indirect beneficiaries: The population in the target regions will benefit from increased security.

Responsible government institution:

Local authorities with links to the Somaliland Government and various line ministries covering labour, public works, local governance, environment and rural development.

The partners: UNICEF, UNHabitat, UNCDF, FAO, UNDP, Save the Children (UK).

Results achieved and impact

- Immediate employment created allowing access to incomes, thus providing means to livelihoods, over 30,000 work days created.
- The sustainable employment and economic development project has sponsored skills development and value chain upgrading. The approach also includes a research fund to inform policy and project direction. The role of the private sector in political processes, and how the role of women as economic actors can be enhanced, are among topics to be studied further. Partners are already implementing new approaches on conflict-sensitivity and market-development.

- Improved infrastructure, particularly on the environment, allowing reduction of soil erosion and increasing land usage, and increased availability of water resources for irrigation enhancing food security.
- Public infrastructure developed or rehabilitated, including irrigation canals totaling 3200m.
- Natural resource management plans developed.
- Local administration trained and taking responsibility for preparation and procurement of the next round of projects based on community needs.
- Local enterprise and labour skill surveys completed.
- An empowered local government seeking to further development under the Decent Work Agenda.

Contribution to policy development

The programme supports the development and implementation of policies/standards related to employment and enterprise by building and enhancing the capacity of the relevant government entities, thus enabling to not only develop policies but implement them as well. These so far include labour standards, creating enabling environments for enterprise development, and public-private partnership guidelines.

Potential for upscaling and replication

Employment Intensive Infrastructure Projects (EIIP) are the bedrock from which other activities can be built. Their role is an immediate response to crisis and can be continued within a development context (enterprise development and policy). They can be scaled up or down and replicated to suit the different contexts and local needs. This approach continues to be replicated in other areas in Somalia with two new projects now commencing in Mogadishu and Galkayo aimed at improving livelihoods of vulnerable households in urban and peri-urban areas.

Source of funds:	The Governments of Norway, Denmark, the UK, Sweden and the European Union
Timeframe:	2009 to 2012
Contacts:	ILO Country Office for Ethiopia and Somalia, addisababa@ilo.org

Ongoing ILO technical cooperation projects in the African Region (as of September 2011)

COUNTRY	DONOR	PROJECT CODE	PROJECT TITLE
Algeria	MDTF/UNDP	ALG/09/50/UND	Programme commun pour légalité entre les genres et l'autonomisation des femmes en Algérie
Angola	EUROPEAN COMMISSION	INT/05/24/EEC	African, Caribbean and Pacific group of States (ACP) Tackling Child Labour through Education (TACKLE) project
Benin	MDTF/UNDP	ANG/09/50/UND	Governance of water and sanitation in Angola's poor neighbourhoods
	DENMARK	RAF/10/52/DAN	Skills for Youth Employment and Rural Development in Western and Southern Africa
Botswana	UNAIDS	INT/09/09/UNA	The ILO Programme in the 2010 – 2011 UNAIDS Unified Budget and Workplan
	UNITED STATES	BOT/10/50/USA	ILO/USDOL/PEPFAR HIV/AIDS Workplace Education Project in Botswana
Burkina Faso	UNAIDS	INT/09/09/UNA	The ILO Programme in the 2010 – 2011 UNAIDS Unified Budget and Workplan
Cameroon	DIRECT TRUST FUND	CMR/09/01/CMR	Appui actuariel et renforcement des capacités de la Caisse Nationale de Prévoyance Sociale du Cameroun
		CMR/05/01/CMR	Projet pilote d'entretien des routes rurales par les techniques HIMO
		CMR/08/01/CMR	Assistance à la mise en oeuvre du programme national de réhabilitation et de construction des routes rurales au Cameroun (PN2R)
	SWITZERLAND	CMR/10/01/GVA	Appui à la mise en place d'un centre d'orientation scolaire, universitaire et professionnelle
Cape Verde	UNAIDS	INT/09/09/UNA	The ILO Programme in the 2010 – 2011 UNAIDS Unified Budget and Workplan
	MDTF/UNDP	CVI/09/01/OUF	One UN Programme Cape Verde
		CVI/10/01/OUF	One UN salaire minimum Cap Vert
	UNDP	CVI/10/02/UND	Programme pour l'emploi des jeunes et la cohésion sociale

COUNTRY	DONOR	PROJECT CODE	PROJECT TITLE
Chad	UNAIDS	INT/09/09/UNA	The ILO Programme in the 2010 – 2011 UNAIDS Unified Budget and Workplan
Comoros	MDTF/UNDP	COI/09/01/UND	Appui à la pérennisation de la paix par la promotion de l'emploi des jeunes et des femmes aux Comores. APROJEC.
Congo	DIRECT TRUST FUND	COG/06/01/COG	Appui à la réinsertion socio-économique des groupes défavorisés au Congo par les approches HIMO
		COG/08/01/COG	Assistance technique dans le cadre d'appui à la réinsertion socio-économique des groupes défavorisés au Congo par les approches HIMO
Democratic Republic of the Congo	DIRECT TRUST FUND	DRC/09/01/DRC	Projet d'appui à la réinsertion économique durable des démobilisés en République Démocratique du Congo
		DRC/11/01/DRC	Appui à la réinsertion économique durable des démobilisés en RDC - Phase 2011-2014
Eastern Africa	WFP	DRC/09/01/WFP	Transporting hope joint programme: Training of the Union leaders of the road transport sector
	UNITED KINGDOM	RAF/06/53/UKM	Cooperative Facility for Africa
	CANADA	EGY/11/02/CAN	Decent jobs for Egypt's young people
Egypt	ITALY	EGY/08/01/ITA	Effective Schools to Work Transition through Career Information and Guidance for Youth
	MDTF/UNDP	EGY/11/50/UND	Pro-Poor Horticulture Value Chains in Upper Egypt
		EGY/08/50/UND	The Dahshur world heritage site mobilization for cultural heritage for community development
	UNITED STATES	EGY/07/03/USA	Promoting Fundamental Principles and Rights at Work and Social Dialogue
	WFP	EGY/11/01/WFP	Combating Worst forms of Child Labor by Reinforcing Policy Response and Promoting Sustainable Livelihoods and Educational Opportunities in Egypt (CWCLP)

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Ethiopia	OPEC Fund for International Development	ETH/09/50/OPE	Ethiopia - Strengthening the world of work response on HIV/AIDS - AIDS Capacity building and Technical Support (ACTS)
	Arab Gulf Programme for UN Development Organisations (AGFUND)	ETH/08/01/AGF	Preventing trafficking of Ethiopian migrant workers and protecting their rights through better regulation and monitoring of Private Recruitment Agencies
	MDTF/UNDP	ETH/10/50/UND	Edible Oil Value Chain Enhancement
	SWEDEN	ETH/10/01/SID	Use of International Labour Law by National Courts: Institutional Capacity Strengthening Project-Second Phase
Gabon	UNAIDS	INT/09/09/UNA	The ILO Programme in the 2010 – 2011 UNAIDS Unified Budget and Workplan
Ghana	DIRECT TRUST FUND	GHA/11/01/IBR	Technical assistance for capacity-building support to the labour-intensive public works (LIPW) component
	DIRECT TRUST FUND	GHA/10/01/GAC	An Expanded and Comprehensive Response to HIV/AIDS in the Workplace: Focusing on the Informal Economy
	NORWAY	GHA/10/50/NAD	Sustaining Competitive and Responsible Enterprises II, GHANA SCORE II
	SWITZERLAND	GHA/09/50/SWI	Sustaining Competitive and Responsible Enterprises in Ghana
	UNAIDS	INT/09/09/UNA	The ILO Programme in the 2010 – 2011 UNAIDS Unified Budget and Workplan
	LUXEMBOURG TRADE UNION	GHA/09/02/OGB	Ghana-Luxembourg Social Trust Pilot advisory project
Kenya	EUROPEAN COMMISSION	INT/05/24/EEC	African, Caribbean and Pacific group of States (ACP) Tackling Child Labour through Education (TACKLE) project
	OPEC Fund for International Development	KEN/09/51/OPE	Kenya: Strengthening the world of work response on HIV/AIDS - AIDS Capacity building and Technical Support (ACTS)
	MDTF/UNDP	KEN/10/01/UND	Strengthening the world of work response to HIV and AIDS
	SWEDEN	KEN/08/02/SID	Support to Training, Coordination, Monitoring and Dissemination in Roads 2000

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	UNAIDS	KEN/09/51/OPE	KENYA: Strengthening the World of Work response on HIV and AIDS
	UNITED STATES	KEN/09/50/USA	Creating an enabling environment for child labour free areas in Kenya: Supporting the implementation of the NAP for the elimination of the WFCL with special focus on agriculture & older children
Lesotho	UNITED STATES	LES/09/01/USA	Better Work Lesotho
Liberia	AFRICAN DEVELOPMENT BANK	LIR/10/01/BAD	Agricultural Sector Rehabilitation Project
	DIRECT TRUST FUND	LIR/09/01/LIR	Labour-based public works
	OPEC Fund for International Development	LIR/09/50/OPE	Strengthening the world of work response on HIV/AIDS - AIDS Capacity building and Technical Support (ACTS)
	UNICEF	LIR/09/02/CEF	UN joint programme for employment and empowerment of young women and men in Liberia
Madagascar	DIRECT TRUST FUND	MAG/05/02/MAG	Construction des écoles primaires à Madagascar
		MAG/08/01/MAG	Construction des écoles primaires à Madagascar - projet MENRS/BIT
	EUROPEAN COMMISSION	INT/05/24/EEC	African, Caribbean and Pacific group of States (ACP) Tackling Child Labour through Education (TACKLE) project
	NORWAY	MAG/08/04/NOR	HIMO BATIMENTS 2008-2012 - Construction d'écoles primaires à Madagascar
	UNFPA	MAG/11/01/FPA	Vers l'autonomisation des femmes et jeunes filles vulnérables à travers l'emploi décent
	UNICEF	MAG/10/01/CEF	Construction d'écoles primaires à Madagascar
		MAG/10/02/CEF	Construction d'écoles primaires à Madagascar-projet MEN/UNICEF-BIT (deuxième phase)

COUNTRY	DONOR	PROJECT CODE	PROJECT TITLE
Malawi	MDTF/UNDP	MLW/10/52/OUF	HIV Prevention and Impact Mitigation in the Agriculture and Transport Sector Corridors for Malawi
		MLW/10/51/OUF	Improved social protection through the reduction of child labour in Malawi
		MLW/10/50/OUF	Joint Programme on Youth Employment and Empowerment
		MLW/09/51/OUF	Reducing Stigma and Discrimination in the Workplace
Mali	UNITED STATES	MLW/09/50/USA	Project of Support to the National Action Plan to Combat Child Labour in Malawi
	EUROPEAN COMMISSION	INT/05/24/EEC	African, Caribbean and Pacific group of States (ACP) Tackling Child Labour through Education (TACKLE) project
	LUXEMBOURG	MLI/04/02/LUX	Appui institutionnel et opérationnel de l'Agence de promotion de l'emploi des jeunes au Mali
		MLI/11/01/LUX	Expert travail décent des jeunes au Mali
		MLI/07/02/LUX	Programme d'appui à l'insertion des jeunes
Mauritania	UNAIDS	INT/09/09/UNA	The ILO Programme in the 2010 – 2011 UNAIDS Unified Budget and Workplan
	UNDP	MAU/63/99/99	Enquête emploi en mauritanie
Morocco	MDTF/UNDP	MOR/08/50/UND	Programme Multisectoriel de Lutte contre les Violences Fondées sur le Genre par l'autonomisation des Femmes et des Filles au Maroc.
Mozambique	BELGIUM	MOZ/09/01/FLA	Decent Work Country Programme Support Project
		MOZ/08/02/FLA	Decent Work Programme support: improving social dialogue in Mozambique
	MDTF/UNDP	MOZ/08/56/UND	Strengthening cultural and creative industries and inclusive policies in Mozambique
	PORTUGAL	MOZ/08/57/POR	Extension de la protection sociale (STEP/Portugal Phase II) MOZ
UNDP	UNAIDS	INT/09/09/UNA	The ILO Programme in the 2010 – 2011 UNAIDS Unified Budget and Workplan
		MOZ/09/50/OUF	Support to Decentralization and Integrated Local Development
		MOZ/08/54/OUF	UN joint programme on access to safety nets

COUNTRY	DONOR	PROJECT CODE	PROJECT TITLE
		MOZ/08/52/OUF	UN joint programme on building capacities of civil society organization
		MOZ/08/51/OUF	UN joint programme on promotion of youth employment
		MOZ/08/50/OUF	UN joint programme Strengthening HIV/AIDS responses to Mozambique
		MOZ/08/53/OUF	UN joint programme on support to women's empowerment and gender equality
		MOZ/11/01/CEF	UN Joint programme on social protection in Mozambique
Namibia	DIRECT TRUST FUND	NAM/01/01/NAM	Actuarial Assessment of the intended National Scheme, Social Security Commission
	MDTF/UNDP	NAM/08/51/UNDP	Improved livelihoods of empowered Namibian rural communities through cultural tourism (Spain-UNDP MDG Fund)
	SPAIN	NAM/09/50/SPA	Promotion and application of Indigenous Peoples' rights: San Peoples of Namibia
Rwanda	UNAIDS	INT/09/09/UNA	The ILO Programme in the 2010 – 2011 UNAIDS Unified Budget and Workplan
	MDTF/UNDP	RWA/11/01/OUF	Participation to the One UN Programme in Rwanda
Sahel Region	SPAIN	RAF/08/10/SPA	IPEC en África occidental: Senegal, Mali, Guinea Bissau y Cabo Verde. Inicio de Acciones Piloto
	UNIDO	GUI/10/01/IDO	Youth to Youth Fund (Fonds Pour les Jeunes par les Jeunes), Guinée
Senegal	DIRECT TRUST FUND	SEN/06/01/SEN	Promotion de l'entreprenariat rural -PROMER phase II
	OPEC Fund for International Development	SEN/09/50/OPE	Senegal - Strengthening the world of work response on HIV/AIDS: AIDS Capacity building and Technical Support (ACTS)
	LUXEMBOURG	SEN/07/01/LUX	Programme d'insertion des sortants de la formation professionnelle
Sierra Leone	UN HUMAN SECURITY TRUST FUND (UNHSF)	SEN/07/02/HSF	Programme Interagence pour l'amélioration des conditions des enfants à risque au Sénégal
	EUROPEAN COMMISSION	INT/05/24/EEC	African, Caribbean and Pacific group of States (ACP) Tackling Child Labour through Education (TACKLE) project
	GERMANY	SIL/10/02/FRG	The Youth to Youth Fund for Sierra Leone
	MDTF/UNDP	SIL/10/01/OUF	Quick Impact Job Creation for Youth through Labour Based Public Works

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Somalia	EUROPEAN COMMISSION	SOM/10/03/EEC	Improvement of Livelihoods of Vulnerable Households in Urban and Peri-Urban Areas of Galkayo
	MDTF/UNDP/DANIDA	SOM/10/02/UND	Joint programme on local governance and service delivery
	MDTF/UNDP/NORWAY	SOM/10/04/UND	Joint programme on local governance and service delivery
	NORWAY	SOM/07/02/NOR	Employment for Peace: Promoting Gender Equity
	UN/FAO	SOM/11/01/FAO	Sustainable employment and economic development programme (SEED)
	UNDP	SOM/10/01/UND	Employment generation for early recovery in South Central Somalia
		SOM/10/02/04/UND	Joint programme on local governance and service delivery
		SOM/09/01/UND	UN joint programme for local governance and decentralized service delivery
		SOM/08/01/HAB	Improvement of Living Conditions of IDPs/Returnees in Jowhar and Baidoa, Somalia
	South Africa	BELGIUM	SAF/10/01/FCA
DIRECT TRUST FUND		SAF/04/53/SAF	Implementation of the Expanded Public Works Programme in the Limpopo Province, South Africa through the National Department of Public Works
		SAF/04/54/SAF	Implementation of the Expanded Public Works Programmes in the Limpopo Province, South Africa through the Limpopo Department of Public Works
NETHERLANDS		SAF/10/02/MUL	Promotion of Decent Work in the South African Transport Sector (phase I)
NORWAY		SAF/10/50/NAD	Sustaining Competitive and Responsible Enterprises II, South Africa SCORE II
		GLO/08/59/NAD	Women's Entrepreneurship Development and Gender Equality
		GLO/08/59/NAD	Women's Entrepreneurship Development and Gender Equality
SWITZERLAND		SAF/09/50/SWI	Sustaining Competitive and Responsible Enterprises in South Africa
UNAIDS		INT/09/09/UNA	The ILO Programme in the 2010 – 2011 UNAIDS Unified Budget and Workplan

COUNTRY	DONOR	PROJECT CODE	PROJECT TITLE
Southern Africa	NORWAY	RAF/10/09/NAD	Law-Growth Nexus II: Labour Law and the Enabling Business Environment for SMEs in Kenya and Zambia
	SWEDEN	RAF/05/58/SID	HIV/AIDS prevention in the transport sector
Sudan	DIRECT TRUST FUND	SUD/07/01/SUD	Capacity building, institutional and human resource development in Southern Sudan
	EUROPEAN COMMISSION	INT/05/24/EEC	African, Caribbean and Pacific group of States (ACP) Tackling Child Labour through Education (TACKLE) project
	MDTF/UNDP	SUD/08/50/UND	Creating opportunities for Youth Employment in Sudan
Swaziland	UNDP	SUD/10/50/UND	Sustained Peace for Development: Conflict Prevention and Peace-Building in Sudan through targeted interventions in selected communities along the 1-1-1956 border
	UNITED STATES	SUD/08/01/UND	Labour-Based Flood Protection River Gash, Kassala State
	UNITED STATES	SWA/10/50/USA	ILO/USDOL/PEPFAR HIV/AIDS Workplace Education Project in Swaziland
Togo	UNITED STATES	TOG/07/01/USA	Combating Exploitative Child Labour through Education in Togo
Tunisia	DIRECT TRUST FUND	TUN/08/01/TUN	Etude sur les régimes de retraite en Tunisie
Uganda	MDTF/UNDP	TUN/09/50/UND	Engaging Tunisian Youth To Achieve the MDG
	MDTF/UNDP	UGA/10/01/UND	Joint UN Programme on Gender Equality for Uganda
	UNAIDS	INT/09/09/UNA	The ILO Programme in the 2010 – 2011 UNAIDS Unified Budget and Workplan
	UNDP	UGA/08/01/UND	ILO contribution to UN Joint programme of support on AIDS
	UNDP	UGA/10/01/UND	UN Joint programme on Gender Equality
	UNFPA	UGA/11/01/FPA	United Nations Joint Programme of support for implementing the National Population Policy
	UNITED STATES	UGA/08/50/USA	Project of Support for the Preparatory Phase of the Uganda National Action Plan for the Elimination of Child Labour

COUNTRY	DONOR	PROJECT CODE	PROJECT TITLE
United Republic of Tanzania	BRAZIL	URT/10/01/BRA	Supporting the implementing Action Plans for the Elimination of Worst Forms of Child Labour in Tanzania
	DENMARK	RAF/10/50/DAN	Africa Commission: Youth Entrepreneurship Facility, ILO Component
	Elimination of Child Labour in Tobacco Initiative (Foundation)	URT/06/02/ECT	Towards sustainable action for prevention and elimination of child labour in tobacco farming in Urambo district, Tanzania
	Arab Gulf Programme for UN Development Organisations (AGFUND)	URT/07/01/AGF	Women and youth employment through improved beekeepers organisation and beekeeping techniques
	SWEDEN	URT/08/02/SID	HIV/AIDS Prevention and impact mitigation in the world of work in Tanzania
	UNAIDS	INT/09/09/UNA	The ILO Programme in the 2010 – 2011 UNAIDS Unified Budget and Workplan
	UNDP	URT/08/51/OUF	Maternal health and new born mortality reduction
		URT/10/50/OUF	Strengthening the world of work response to HIV and AIDS
	UNITED STATES	URT/09/50/OUF	UN Joint Programme on Education
		URT/08/50/OUF	Wealth creation, employment and economic empowerment
		URT/08/54/OUF	Capacity building support to Zanzibar
		URT/08/03/USA	Improving Labour Law Compliance in the United Republic of Tanzania
	Zambia	DIRECT TRUST FUND	ZAM/06/03/ZAM
EUROPEAN COMMISSION		INT/05/24/EEC	ACP TACKLE project
FINLAND		ZAM/07/01/FIN	Broad-based Wealth and Job Creation in Zambia Economic Empowerment through MSME Development

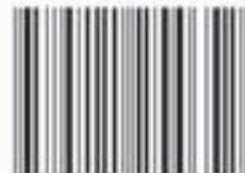
COUNTRY	DONOR	PROJECT CODE	PROJECT TITLE
Zimbabwe	Arab Gulf Programme for UN Development Organisations (AGFUND)	ZAM/10/01/AGF	Combating human trafficking in Zambia: Protecting the rights of migrant workers
	ATMS/AMSCO African Management Services (private sector)	ZAM/10/03/ATM	Implementation of capacity building training and support to BDS providers, financial institutions, SMEs and SME associations.
	IRELAND	ZAM/10/02/IRL	Combating Forced Labour and Human Trafficking in Zambia
	UNAIDS	INT/09/09/UNA	The ILO Programme in the 2010 – 2011 UNAIDS Unified Budget and Workplan
	UNDP	ZAM/11/01/UND	Support to the Development of a HIV & AIDS National Workplace Policy for Zambia
	UNICEF	ZAM/09/01/CEF	Support to the Government of Zambia for the implementation of policy and the national plan of action against human trafficking
	UNITED KINGDOM	ZAM/10/04/UKM	Support to Social Protection in Zambia
	DENMARK	ZIM/10/01/DAN	Skills for Youth Employment and Rural Development in Zimbabwe
	UNAIDS	INT/09/09/UNA	The ILO Programme in the 2010 – 2011 UNAIDS Unified Budget and Workplan
	UNDP	ZIM/08/01/UND	ILO-UNDP Strengthening of social dialogue and tripartite cooperation in Zimbabwe
Africa Regional	BANK	RAF/07/06/BAD	Appui à l'initiative régionale de prévention du VIH/SIDA/IST dans les pays de la Commission de l'Océan indien
	BELGIUM	RAF/08/12/BEL	Programme de promotion du dialogue social en Afrique francophone (PRODIAF)
		RAF/08/55/BEL	STEP Phase III - Africa
	BRAZIL	RAF/05/10/BRA	Combating the Worst Forms of Child Labour in Lusophone Countries in Africa
	CANADA	RAF/07/07/CAN	Entrepreneurship Education - Know about Business in the Broader Middle East and North Africa Region
	DENMARK	RAF/10/51/DAN	Africa Commission: Youth Entrepreneurship Facility, YEN Component

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	FRANCE	RAF/11/50/FRA	Agir contre le travail domestique des enfants en Afrique et dans les pays de l'Union pour la Méditerranée
		RAF/06/06/FRA	Contribuer à l'abolition du travail des enfants en Afrique francophone
		RAF/97/09/050	Core Contribution. Contribution française aux Activités en Afrique Francophone
		RAF/06/08/FRA	PAMODEC II
		RAF/10/58/FRA	Projet d'appui à la promotion de l'emploi et la réduction de la pauvreté (APERP II)
	GERMANY	RAF/09/50/FRG	YES-JUMP: Youth Employment Support-Jobs for the unemployed and marginalized young people in Kenya and Zimbabwe
	IRELAND	RAF/08/51/IRL	WEDGE- Regional Africa
	ITALY	RAF/08/06/ITA	Support to the development of National Action Plans (NAP) in Sub-Saharan Africa through policy support, research, knowledge building and advocacy, in particular through Understanding Children's Work (UCW)
	LUXEMBOURG	RAF/06/20/LUX	Programme de formation communautaire pour un travail décent
	NORWAY	RAF/08/01/NAD	The Law-Growth Nexus: A mapping of labour law and MSE development
		RAF/08/57/NAD	Women's Entrepreneurship and Gender Equality
	PORTUGAL	RAF/08/56/POR	Extension de la protection sociale (STEP/Portugal) RAF
	PRIVATE SECTOR INITIATIVE: COCOA INDUSTRY	RAF/11/01/GIG	Combat Child Labour in Cocoa Growing Communities in Ghana and Cote d'Ivoire
	PRIVATE SECTOR	RAF/10/05/BSF	YEN's Youth-to-Youth Fund for Entrepreneurship Development
	INTERNATIONAL OLYMPIC COMMITTEE	RAF/09/07/IOC	Youth-to-Youth Fund
	SPAIN	RAF/09/01/SPA	Gobernanza de la migración laboral y su vínculo con el desarrollo en Mali, Mauritania y Senegal
		RAF/08/11/SPA	Promover el empleo productivo y el trabajo decente de los jóvenes en Argelia, Mauritania, Marruecos y Tunes

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	SWEDEN	RAF/10/04/SID	Economic empowerment and HIV vulnerability reduction along transport corridors in Southern Africa
		RAF/05/61/SID	Innovative action for HIV/AIDS prevention and impact mitigation on the world of work
		RAF/05/59/SID	Strengthening legal and policy provisions and improving occupational safety and health
	UNCDF	INT/10/14/CDF	Promoting access to microinsurance for financial inclusion and decent work Phase II 2010-2013
	UNHCR	RAF/09/02/HCR	Collaboration HCR-BIT: Programme d'appui à l'intégration socioéconomique des réfugiés en Afrique de l'Ouest
		RAF/10/08/HCR	Protocole ILO/UNHCR Assistance aux Réfugiés
	UNITED STATES	RAF/09/51/USA	Eliminating the Worst Forms of Child Labour in West Africa and Strengthening Sub-Regional Cooperation through ECOWAS
		RAF/10/53/USA	Eliminating the Worst Forms of Child Labour in West Africa and Strengthening Sub-Regional Cooperation through ECOWAS –II
		RAF/10/55/USA	Supporting actions to meet the 2015 targets to eliminate the worst forms of child labour in Lusophone countries in Africa through knowledge, awareness raising and South-South cooperation
		RAF/10/54/USA	Towards child labour free cocoa growing communities in Côte d'Ivoire and Ghana through an integrated area based approach
		RAF/08/52/USA	Towards the Elimination of the Worst Forms of Child Labour (TECL), Phase II with a focus on HIV/AIDS: Supporting and monitoring the implementation of National Plans of Action in three core countries in Southern Africa.



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