

### Outcome 3: Sustainable enterprises create productive and decent jobs.

Indicators	2014-15 targets	2014-15 results					
		Total No.	Africa	Americas	Arab States	Asia- Pacific	Europe-Central Asia
Indicator 3.1: Number of Member States that, with ILO support, reform their policy or regulatory frameworks to improve the enabling environment for sustainable enterprises	7 member States	4 member States	Egypt Kenya Seychelles	Peru			
Indicator 3.2: Number of Member States that, with ILO support, implement entrepreneurship development policies and programmes for the creation of productive employment and decent work	29 member States	31 member States	Burundi Cabo Verde Cameroon Egypt Ethiopia Kenya Morocco Rwanda Senegal South Africa Tunisia Uganda United Republic of Tanzania Zambia	Bahamas Costa Rica Dominican Republic Haiti Honduras Jamaica Trinidad and Tobago	Saudi Arabia Yemen	Cambodia India Lao People's Democratic Republic Mongolia Myanmar Philippines Timor-Leste Viet Nam	
Indicator 3.3: Number of Member States that, with ILO support, implement programmes to foster the adoption of responsible and sustainable enterprise-level practices	14 member States	12 member States	Ghana South Africa	Bolivia Brazil Mexico Peru	Jordan Lebanon	China India Viet Nam	Turkey
Indicator 3.4: Number of Member States that, with ILO support, adopt policies that integrate the principles of the MNE Declaration	2 member States	4 member States	Côte d'Ivoire Mozambique Zambia	Chile			

### ***How the strategy delivered on the two or three areas of focus identified in the programme and budget 2014-15***

The primary objective of the strategy was to enable member States to support the development and growth of enterprises of all types and sizes, in particular SMEs and cooperatives. Sustainable enterprises must be productive and competitive, create decent work for women and men and contribute to social inclusion and sustainable development. The conclusions of the 96th Session of the ILC (2007) on sustainable enterprises provide the framework for this action.

In 2014-15 the focus was on the following areas: reform of national policy and institutions to improve the enabling environment for sustainable enterprises; implementation of entrepreneurship development policies and programmes for the creation of productive employment and decent work; implementation of programmes to foster the adoption of responsible and sustainable enterprise-level practices; and adoption of policies that integrate the principles of the Tripartite Declaration concerning Multinational Enterprises and Social Policy (MNE Declaration).

Across all areas, the Office is improving its knowledge base, including by conducting rigorous impact assessments to establish “what works”, and enhancing the quality of its services by reviewing the products offered to constituents and increasing their outreach and scale of impact.

For example, the Start and Improve Your Business (SIYB) entrepreneurship training programme reached an estimated 1 million participants during the biennium. A new SIYB curriculum has been produced and the material will soon be available in 6 languages. In addition, a Creative Commons license now encourages interested institutions and individuals to use the material more broadly without intellectual property concerns.

More than 500 SMEs have received Sustaining Competitive and Responsible Enterprises (SCORE) training from ILO partner organizations and trainers in 2014 and 2015. Improvements in these SMEs benefited over 150,000 workers. Of the more than 4,200 managers and workers who have received this training, 54 per cent were middle to upper management, 46 per cent were workers and 30 per cent were women. The average rate of satisfaction with SCORE training was 87 per cent.

### ***How the strategy delivered support to constituents***

Addressing the Enabling Environment for Sustainable Enterprises (EASE) continues to be an important part of the work on the promotion of sustainable enterprises. New assessments have been initiated in seven countries in order to identify priority areas for improvement through new or revised policies, laws or regulations. The Office also supported constituents’ efforts to implement earlier recommendations and monitor the impacts of policy changes. The EASE assessment in Honduras, for example, triggered a drastic reduction of business registration costs by eliminating the mandatory use of notarial services when registering a new enterprise.

At the Tripartite Meeting of Experts on Sustainable Development, Decent Work and Green Jobs, held in October 2015, the 24 experts adopted the Guidelines for a just transition towards environmentally sustainable economies and societies for all. The Guidelines contain practical advice for constituents in eight policy areas, using tripartism and social dialogue to create pathways towards environmentally sustainable economies and societies while ensuring opportunities for sustainable enterprises and decent work for all. A pilot application of the Guidelines in some countries is planned.

The report on small and medium-sized enterprises and decent and productive employment creation, submitted to the ILC at its 104th Session, provided convincing evidence of the effectiveness of support for these enterprises. The quality of the report was emphasized by the constituents and greatly facilitated a well-informed debate and the adoption of concrete recommendations.

### ***How the strategy helped to address gender equality and non-discrimination***

With regard to gender equality, specific gender deliverables are incorporated into programmes and products and rigorous methods in tracking the impact of ILO enterprise development interventions on gender equality and non-discrimination are applied.

The results of four experimental impact assessments of entrepreneurship development were shared during the biennium; the areas assessed were, among others, entrepreneurship education in schools and entrepreneurship training for out-of-school youth and adults, including a programme on women's entrepreneurship development. The findings suggest that women entrepreneurs have different business objectives and may require additional support.

### ***Significant external partnerships that have helped in delivering the strategy***

With respect to partnership with external actors, the Office is increasing its influence with its partners and strengthening its reputation on a number of its enterprise priorities.

Cooperation with other instruments and initiatives that guide enterprise behaviour, such as the United Nations Global Compact, the OECD, the United Nations Forum on Business and Human Rights and the International Organization for Standardization (ISO), has allowed the ILO to advocate for the labour and employment dimension of sustainable enterprises and for international labour standards.

To enhance guidance on cooperative legislation and policy, the Office signed a memorandum of understanding with the International Cooperative Alliance (ICA) in 2015 and agreed to cooperate with the FAO in this area in selected countries.

The ILO has taken the lead in the UN on applying the results measurement standard of the Donor Committee on Enterprise Development (DCED). The SCORE program was found to be 87 per cent compliant and passed the DCED audit test. The external audit determines whether a project has a clear theory of change and a robust results measurement system. This achievement has helped the ILO to improve its reputation in measurement efforts and is expected to encourage donors to choose the Organization as a reliable partner.

The Partnership for Action on Green Economy (PAGE) is a unique partnership for implementation of the 2030 Agenda for sustainable development. Through PAGE, five UN agencies (the United Nations Environment Programme (UNEP), the ILO, the United Nations Industrial Development Organization (UNIDO), the United Nations Development Programme (UNDP) and the United Nations Institute for Training and Research (UNITAR)) are now providing advisory and capacity-building services to eight countries with the help of a trust fund established by six development partners.

PAGE offers technical support for policy analysis, formulation and implementation with a view to the setting of inclusive national economic and labour policies, the greening of enterprises and jobs and the mobilization of investment in a more environmentally sustainable economy. The Partnership will also be instrumental in applying the Guidelines for a just transition towards environmentally

sustainable economies and societies for all. At the same time, the ILO knowledge base has been strengthened through several country analyses conducted with the help of the Green Jobs Assessment Institutions Network (GAIN).

In October 2015, the Global Business Network for Social Protection Floors was launched in order to facilitate private sector support for this important priority and to coordinate it with national priorities. The Network has two objectives: (1) to enable multinational companies developing protections for their employees to share their experiences and (2) to enable multinational enterprises, their affiliates and subsidiaries to support the implementation of public social protection systems through advocacy and other activities.

Significant outputs	
Knowledge generation and management	<ul style="list-style-type: none"> <li>• Market systems development for decent work – “the lab” is a global project on the labour market effects of value chain development projects funded by the Swiss branch of the Swiss State Secretariat for Economic Affairs (Seco).</li> <li>• In 2014, the ILO organized a Global Conference on Results Measurement in cooperation with the Seco and the Donor Committee for Enterprise Development (DCED). It also launched two new training courses on results measurement and market facilitation at the ILO Training Centre (ITC-ILO) and, jointly with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), developed a value chain selection tool for job creation.</li> <li>• The Start and Improve Your Business (SIYB)-GET Ahead Gateway is a new web-based monitoring tool that is being piloted, in collaboration with the Youth Entrepreneurship Facility (YEF), in SMEs in Kenya, United Republic of Tanzania and Uganda. SIYB-GET Ahead enables better knowledge sharing and tracking of the ILO’s management training programmes, SIYB and GET Ahead.</li> <li>• The report entitled “Multinational enterprises, development and decent work”, which analyses FDI trends in the Americas and the ways in which the tripartite constituents are promoting and applying the principles of the MNE Declaration, was launched and discussed by a tripartite panel during the 18th American Regional Meeting of the ILO, held in Lima in October 2014.</li> <li>• A four-year action research project, Microfinance for Decent Work (MF4DW), which tested whether financial institutions could be effective vectors for promoting the ILO’s strategic objectives. The evidence from this research confirms that they can indeed achieve a variety of outcomes, including reducing child labour, improving occupational safety and health and promoting the formalization of informal businesses. The ILO collaborated with 16 financial institutions to conduct this research and almost all of them have mainstreamed their “innovations” into their operations. Perhaps more importantly, the research demonstrated that financial institutions can be valuable allies for the ILO and should be approached more proactively.</li> <li>• A brochure presenting the 11 products offered by the Sustainable Enterprises Programme has been revised and a new product on finance for enterprises has been added. The brochure is available in 5 languages and has been widely disseminated. In order to facilitate implementation of the products and enhance their impact, formal results chains have been developed for each of them.</li> </ul>
Upstream policy advice	<p>Based on the Promotion of Cooperatives Recommendation, 2002 (No. 193), an ILO cooperative legislation package was developed in partnership with the International Labour Standards Department (NORMES). The Recommendation was used to develop national policy training packages or new legislation in three countries in Asia and Africa, including in cooperation with local government policymakers in Northern Sri Lanka. The ILO has also been providing support for the reform of agricultural cooperative legislation in Egypt and for the formulation of a social and solidarity economy framework law in Tunisia.</p> <ul style="list-style-type: none"> <li>• As a founding member of the Access to Insurance Initiative, the ILO works closely with the International Association of Insurance Supervisors (IAIS), the global standard-setting body for the insurance industry. With input from the ILO and other stakeholders, the IAIS published an</li> </ul>

	<p>Application Paper on Regulation and Supervision Supporting Inclusive Insurance Markets which has proven to be a powerful tool for working with national insurance supervisors to create an enabling environment for inclusive insurance.</p> <ul style="list-style-type: none"> <li>• An ILO Cooperative Legislation Package, based on the Promotion of Cooperatives Recommendation, 2002 (No. 193), was developed and has been used to develop national policy or new legislation in three countries in Asia and Africa.</li> </ul>
Capacity development	<ul style="list-style-type: none"> <li>• The Social and Solidarity Economy Academies are now a firmly established annual event for policymakers and practitioners with academies organized in Brazil and South Africa in 2014 and 2015. A nation-wide training course requested and funded by the Government was offered in Mexico in 2015 and an online distance learning platform on the social and solidarity economy (SSE) was launched in 2014. The Academies have become a hub for South-South and triangular cooperation on the social economy with an average of 110 participants and some 330 online platform users.</li> <li>• A new training course entitled “Multinational enterprises, development and decent work: the approach of the MNE Declaration” was developed. It was successfully piloted in 2015 and will be rolled out in 2016 at the global, regional and country levels. It addresses the capacity-building needs expressed by constituents.</li> </ul>
Strategic normative support	<ul style="list-style-type: none"> <li>• The ILO Helpdesk for Business on International Labour Standards provides access to ILO tools and resources from across the Office. This service responded to enterprise-related requests by over 300 users from different regions in 2014-15. Its trilingual website (<a href="http://www.ilo.org/business">www.ilo.org/business</a>) receives an average of 6,000 visitors per month (up from 1,504 in 2011, 3,464 in 2012 and 4,457 in 2013).</li> <li>• The new e-learning module on the MNE Declaration is available in the three official languages and has been consulted on-line over 100, 000 times.</li> </ul>