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▶ **SUCCESS**
Africa VI

Sustaining the
World of Work
in the COVID-19
pandemic era



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Sustaining the World of Work
in the COVID-19 pandemic era

September 2023

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Acronyms and abbreviations

ACCEL	Accelerating Action for the Elimination of Child Labour in Supply Chains
AfDB	African Development Bank
AICS	Italian Agency for Development Cooperation
BIG	Basic income grant
BoANRD	Bureau of Agriculture and Natural Resource Development
BPRM	Bureau of Population, Refugees and Migration
CCLMC	Community child labour monitoring committees
DES	Dual education system
DoEL	Department of Employment and Labour
DSD	Department of Social Development
EFE	Eritrean Federation of Employers
EPWP	Expanded Public Works Programme
FAO	Food and Agricultural Organization
FES	Friedrich Hebert Stiftung
FESTU	Federation of Somali Trade Unions
GHS	Ghana Cedi
GIZ	German Technical Cooperation
HoCo	Hospitality coaching
ICTs	Information and communication technologies
IGAD	Intergovernmental Authority on Development
ILO	International Labour Organization
MENA	Middle East and North Africa
NAP	National action plan
NCEW	National Confederation of Eritrean Workers
NGOs	Non-government organizations
NORAD	Norwegian Agency for Development Cooperation
OHCHR	Office of the High Commissioner for Human Rights
OSH	Occupational safety and health
PLHIV	People living with HIV/AIDS
PPE	Personal protective equipment

PROSPECTS	Partnership for improving prospects for forcibly displaced persons and host communities.
PwDs	People with disabilities
RBSA	Regular budget supplementary account
RPL	Recognition of prior learning
RUDS	Regional units of the dual system
SASPEN	Southern African Social Protection Experts Network
SCORE	Sustaining Competitive and Responsible Enterprises
SDGs	Sustainable Development Goals
SECO	State Secretariat for Economic Affairs SECO (Secrétariat d'État à l'économie) – Switzerland
SGBV	Sexual and gender-based violence
SIYB	Start and Improve Your Business
SMEs	Small and medium-sized enterprises
SOLO	Somali Lifeline Organization
SOPs	Standard operating procedures
SRD grant	Social relief of distress grant
TCTI	Technical Support for the Comprehensive Technical Education Initiative
TRANSFORM	Transformation Learning Initiative on building and managing Social Protection Floors in Africa
TVET	Technical and vocational education and training
UBRAF	Unified Budget, Results and Accountability Framework
UNDP	United Nations Development Programme
UNICEF	United Nations International Children's Fund
USD	United States dollars
VETA	Vocational Education and Training Authority
WFP	World Food Programme
WIEGO	Women in Informal Employment: Globalizing and Organizing
WIL	Work integrated learning
Y4F	Youth for Future

Foreword

I am pleased to present the sixth edition of Success Africa. This year's edition focuses on the world of work during the COVID-19 pandemic. Success Africa VI illustrates in a non-exhaustive way the achievements made by the ILO and its tripartite constituents in operationalizing the Decent Work Agenda across Africa during the 2020-2021 biennium. The COVID-19 pandemic has had a significant impact on the economy. It has resulted in increased unemployment, underemployment, inactivity and informality. Additionally, it has led to reduced labour and business income, including business closures and bankruptcies, particularly for small businesses. The pandemic has also presented new challenges for occupational health and safety, as well as fundamental rights at work. Furthermore, it has disrupted supply chains and exacerbated poverty and gender-related, economic and social inequalities.

Despite the uneven impact of the COVID-19 pandemic on the labour market and adverse weather events, the ILO has continued to assist African countries in formulating policy responses to address its impact, in line with the ILO Policy Framework for Addressing the Economic and Social Impact of the COVID-19 Crisis and the UN Framework for the Immediate Socio-economic Response to COVID-19. These efforts have included women, youth, people with disabilities and those in the informal and rural economies. While ensuring the safety of individuals and the sustainability of businesses and jobs, the ILO and its constituents have continued to play a crucial role in responding to the crisis.

This publication shows through a number of stories how the ILO has applied its expertise and experience to promote social justice during the COVID-19 pandemic. One of the case studies in the publication reports how, with support from the ILO, women working in the informal economy in Côte d'Ivoire are setting up cooperatives to boost their income and protect their employment rights. Additionally, in Senegal, several day care centres have been established, in tandem with an awareness-raising campaign to promote a more balanced sharing of family responsibilities. I would also like to share the testimony of our constituents in Niger, who have witnessed improvements in the lives of many people thanks to ILO interventions. According to Mohamed Albachir Yacouba, Ayorou Canton Chief in Niger, locals and refugees have enjoyed equal treatment since the activities began. The two groups benefit from the same activities, which is why they are able to live in harmony. Both refugees and local people have been involved in the fish-farming and sustainable-waste-management value chains in an equitable manner. The project has brought about significant and meaningful change in the Ayorou area. This is just one real-life story about women and men whose daily lives have been transformed thanks to ILO interventions.

This edition of Success Africa is unique because it includes two follow-up stories from previous editions. Success Africa VI traces the progress and impact of GreenTEC Energy and the Simuka-Phakama Green enterPRIZE Innovation Challenge since the company won the competition in 2019. The other story is about the Zambia Green Jobs Programme (ZGJP), which has also progressed significantly since it was covered in Success Africa V.

The 23 stories and two follow-up stories in this publication demonstrate the transformative power of collaboration between governments, the private sector, civil society, international development agencies and donors. During the pandemic, the ILO's collaboration with its tripartite partners has had a significant impact on improving the world of work for all.

This publication provides insight into the ILO's initiatives in Africa. We hope it will encourage reflection and implementation of the Abidjan Declaration: "Advancing Social Justice: Shaping the Future of Work in Africa" (2019).

Ms Fanfan Rwanyindo Kayirangwa

Assistant Director-General and Regional Director for Africa

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Introduction

The International Labour Organization (ILO) Regional Office for Africa has been producing and publishing success stories in Africa since 2004 to highlight the impact and successes of ILO's initiatives and its tripartite constituents across the region to make decent work a reality. The first edition was published in September 2004 as an ILO contribution to the Social Partners' Forum organized in conjunction with the African Union Extraordinary Summit on Employment and Poverty Reduction (Ouagadougou, Burkina Faso). The second edition was published in 2007 on the occasion of the Eleventh African Regional Meeting of the ILO (Addis Ababa, Ethiopia) and the third edition in 2011 on the occasion of the Twelfth African Regional Meeting of the ILO (Johannesburg, South Africa). The fourth edition was published in July 2019, and the fifth edition in 2021.

Success Africa VI is a publication of 25 edition stories from 20 countries and two follow-up stories from the previous editions of Success Africa. The stories showcase the impact of the ILO's projects, working with its tripartite constituents across Africa, implemented between 2020 and 2021. During this period, the world was hit by the COVID-19 pandemic. The pandemic threatened public health and caused massive economic and social disruptions. It resulted in lost hours, leading to increased unemployment, underemployment, inactivity and informality; reduced labour and business income, including business closures and bankruptcies, especially for small businesses; new challenges for occupational health and safety and fundamental rights at work; disrupted supply chains, with far-reaching consequences for affected workers; and exacerbated poverty and gender, economic and social inequalities..

The COVID-19 crisis affected population groups and workers disproportionately. The hardest hit were women, who suffered disproportionate job and income losses, as well as the burden of caring for COVID-19 patients; young people; people in the informal economy without access to social protection; and workers in the tourism industry, many of whom are migrant workers, as well as in retail and manufacturing. This threatened to undo hard-won gains in poverty reduction and reverse the trend of global economic convergence.

During this turbulent time, the ILO strengthened COVID-19 response efforts across the continent and mitigated the pandemic's socio-economic and humanitarian impact on the African workers. The ILO prioritized sustaining the world of work as well as creating a recovery that is inclusive, sustainable, and resilient. These efforts were much in line with the [ILO Global Call to Action for a Human-centred Recovery from the COVID-19 crisis](#).

In this context, the ILO implemented and supported various initiatives and projects across Africa aimed at realizing the 2020-2021 Programme and Budget Policy Outcomes. Success Africa VI - Sustaining the World of Work in the Pandemic Era - documents 26 inspiring stories of resilience, commitment and pragmatic leadership across the ILO's four strategic objectives of employment, social protection, social dialogue and standards and tripartism. The stories showcase the results of the ILO's successful efforts, investments and strategic partnerships and collaborations across Africa for 2020-2021.

The background consists of several overlapping geometric shapes. A large white triangle points to the right, with its base on the left. This white triangle is set against a dark blue background. In the bottom-left corner, there is a red triangle pointing towards the center. The text 'Creating jobs' is positioned within the white triangle.

Creating jobs

1



► **Location** Egypt **Geographical areas** Greater Cairo, Alexandria, Damietta and Kafr El-Sheikh

► **Duration** 2020-2028

► **Budget** USD 4.3 million

► **Donor** Swiss Agency for Development and Cooperation

P&B 2020-21 Outcome 5 – Skills and lifelong learning to facilitate access to and transitions in the labour market

SDG target 4.3 – By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university

► Egypt: Empowering migrant youth for success

The “Youth for The Future Project” is making life bearable for migrant youth and refugees in Egypt, a country with large inflows of migrants due to the many socio-political conflicts in the Middle East and North Africa (MENA) region.

Since 2013, the MENA region has seen a high level of [migration](#) because of the ongoing conflicts¹ and tension in the region, which are causing more refugees and asylum seekers to flee to Egypt. According to the [International Organization for Migration \(IOM\)](#), Egypt hosted over 6.3 million migrants in 2020, and this figure increased to 9 million in 2022.

A [Common Situational Analysis of Education and Health Services for Migrants and Refugees in Egypt \(March 2022\)](#) noted that many refugees and migrants in Egypt face several vulnerabilities, including barriers to safe residency, and limited access to education and employment opportunities.

In this context, the “[Youth for Future \(Y4F\)](#)” project is being implemented in Egypt to provide young migrants, refugees and youth in host communities with access to better livelihoods by teaching enhanced life, employability and entrepreneurial skills, while taking into account the impact of the COVID-19 pandemic. Jointly implemented by the ILO and UNICEF, the Y4F project aims to impact the lives of young migrants, refugees and youth in host communities by using the three following approaches: *skills development and career guidance for youth; capacity building for key institutional stakeholders; and national policy engagement*. The project works in synergy with other two well-established projects in partnership with the Ministry of Youth and Sports: the UNICEF-supported “Meshwary” Project and the ILO-supported Job Search Clubs. The youth centres run by the Ministry are the principal vehicle for the delivery of quality services and safe spaces for adolescents and youth.

Employment and capacity building for migrants

Thanks to initiatives such as inclusive youth centres, young people have safe spaces for social interaction and cohesion. By 2021, the Jobs Search Clubs (JSC) had skilled and enhanced the employability and career prospects of 213 young refugees, migrants and young people in host communities, while a further 125 participated in apprenticeship programmes and community events.

Furthermore, in view of the challenges and opportunities brought about by the COVID-19 pandemic, the ILO has ensured that refugees, migrants and Egyptian youth are provided with digital tools to enhance their skills and so increase their employability. As of December 2021, through the Y4F project, 234 young people were introduced to the Competency Profiling Tool² and 182 to the [Maharati App](#)

¹ “There are wars in Yemen and Syria, instability in Lebanon and Iraq, and a failed state in Libya”, *Tackling Intersecting Conflicts in the MENA Region*, Crisis Group, January 2020.

² A framework used to document ability to apply knowledge, skills and attitudes, and successfully complete work activities to a defined standard of performance, as expected in a real-life workplace environment.

- digital tools that help young jobseekers to identify career-related skills and competencies and so build their CVs. As a result of these interventions, by the end of 2021 at least 83 young people (73 per cent of them women) were successfully employed or had started their own businesses. The Maharati App was approved for dissemination by the Egyptian Ministry of Youth and Sports (MoYS) in 2021, which will increase the reach of the App well beyond the ILO's tripartite constituents.

Institutional capacity building

At the institutional level, the ILO has built the capacities of key institutional stakeholders, including staff of the MoYS, members of the Federation of Egyptian Industries (FEI - Egypt's largest employers' organization), and trade union representatives, in adapting the JSC methodology and using an e-learning tool to accommodate it. Some of the staff of the MoYS and selected NGOs who have benefited from this capacity building have become master trainers for JSC facilitators in the youth centres run by the Ministry. This is one way of ensuring the sustainability of the project.

Policy dialogue for improved framework conditions

The ILO further engaged workers' and employers' representatives during 2021 by organizing focus group discussions and policy dialogues to raise awareness of the challenges faced by migrants and refugees. This has resulted in trade unions developing action plans for extending services to refugees and migrant youth, and has laid the foundations for encouraging the FEI to signal its willingness to extend services to refugees and migrants through an apprenticeship programme introducing refugees and migrants to the Egyptian labour market.

The implementation of the Y4F project is ongoing. All the activities carried out so far have had perceptible effects on the beneficiaries.

Testimonies

Among the refugees, migrants and Egyptian youth who have benefited from the use of the Maharati App, the testimonies of Abdelrahman Salem, 25, and Zahra Ahmed, 31, have been recorded.

Salem, a migrant from Yemen, fled the war in his country with his family, hoping for a better life. However, until he was introduced to the Maharati App, Salem had failed to find the information he needed to find a suitable job in Cairo. According to Salem:



I joined the job search club and was introduced to the Maharati App. Through the App, I was able to assess my skills, write my CV professionally and practice doing interviews using the App's virtual reality feature. I was then able to get a job. I would encourage anyone looking for a job in Egypt, or simply starting out in their career, to download the App and make good use of the unlimited resources and materials on the platform.



► Abdelrahman Salem, 25, migrant from Yemen, beneficiary of the project



► Zahra Ahmed, 31, Eritrean, beneficiary of the project

Ahmed is an Eritrean refugee who arrived in Egypt in 2017 with her mother and siblings. According to Ahmed:



We left Eritrea due to the economic and political unrest in the country. It was hard there; we could not stay. When we arrived in Egypt, everything was different, and it was difficult for us to bond in the community. Getting a job was difficult. I got one in a factory but, because I didn't know my rights, I was mistreated. I quit. I became jobless. My friend sent me an invitation to join a job search club and that was the turning point in my career. When I attended the club, I learnt more about my rights, how to search for the right job and how to present myself. I gained confidence! I also learned that volunteering is the key to acquiring work experience. I started to volunteer with different initiatives. Today, I work with one of those initiatives. I created a platform on which I share tips with young migrants and refugees on finding jobs, training and volunteering opportunities. I also sensitize refugees and migrants about their rights so that they do not experience what I went through.

2



► **Location** Egypt **Geographical areas** Behira, Sharkia, Fayoum and Alexandria, Egypt

► **Duration** 2018-2023

► **Budget** USD 2,137,655.95

► **Donor** Government of The Netherlands

P&B Outcomes 5 – Skills and lifelong learning to facilitate access to and transitions in the labour market

SDG target 8.6 – By 2030, substantially reduce the proportion of youth not in employment, education or training

SDG target 4.4 – By 2030, substantially increase the number of youth and adults who have relevant skills

► **Egypt: Improving apprenticeships in the dual education system**

The Egypt component of the ILO “Accelerating Action for the Elimination of Child Labour in Supply Chains in Africa” (ACCEL Africa) project helps boys and girls from vulnerable communities who are engaged in child labour to access quality education and skills training by participating in a unique three-year dual education system that boosts the apprentices’ professional careers.

Egypt grapples with the problem of unemployment, especially among the country’s young population (According to the World Bank, the youth unemployment rate stood at around 17.8 per cent in 2021). The economic situation³ in the middle of the last decade (2015/2016), with the rise in inflation and its negative implications for the Egyptian currency, dealt a hard blow to the labour market. To counter this problem, the Egypt component of the [ILO ACCEL Africa Project](#) provides boys and girls from vulnerable communities with access to quality education and skills training and supports improved apprenticeships in a dual education system (DES) by training them for the transition from school to work. The project has formed a partnership with the GIZ “Technical Support for the Comprehensive Technical Education Initiative with Egypt” (TCTI) project, aiming to bridge this gap through skills training.

The skilling comprises both on-the-job training and off-the-job learning in what is termed the dual education system. DES is a unique three-year Government technical and vocational education system for the secondary education stage. After three years of training, the apprentices obtain a diploma in technical education, in addition to a local certificate from the Investors’ Association or authority supervising the on-the-job training, thereby boosting the apprentices’ professional careers.

In 2020, the ILO’s ACCEL AFRICA partnership with the “Enhancement of the Egyptian Dual System” (EEDS) project implemented by GIZ started with a review of all existing ministerial decrees concerning DES and made policy recommendations. As a result, in 2021 the Ministry of Education and Technical Education (MOETE) issued Decree 111/2021 governing the regulation and standards of DES service providers. The Decree ensures a balance of rights and duties among service providers, enterprises, schools and students. For the first time in Egypt, this measure included articles limiting training to six hours and introducing insurance against injuries.

³ The steep rise in the inflation rate after the depreciation of the currency in November 2016 drastically reduced purchasing power. Inflation was above 30 per cent during most of 2017. One out of three Egyptians lives below the poverty line, up from 27.8 per cent in 2015 and 16.7 per cent in 2000. World Bank, National Institute of Statistics Capmas.

In 2021, the ILO ACCEL Africa Project improved the capacity *boys and girls from vulnerable communities who were engaged in child labour to access quality education and skills training by participating in a unique three-year dual education system*. As a result of training of trainers for regional units of the dual system (RUDS), a total of 28 advisors (14 male and 14 female) in the four target administrative units were trained in fundamental principles and rights at work, with a special focus on child labour and occupational safety and health (OSH) in the workplace in accordance with Decree 111/2021. As reported by one of the beneficiaries, Ola, a 16-year-old girl: *“The most important right among the rights I’ve learned in this training is the right to a decent life, and I hope that all children can live a decent life where they find housing, food, drink and a good education. I have learned today not to perform tasks that exceed my abilities as a child, as is my right.”*

The Project also collaborated with the [GIZ TCTI Project](#) and provided “Informed Transition from School to Work” [training to 350 DES apprentices](#) (335 girls and 15 boys) working in the cotton-supply chain in the four targeted administrative units of [Fayou](#), [Sharkia](#), [Beheira](#) and [Alexandria](#). Furthermore, ILO ACCEL and GIZ equipped in-company training coaches with OSH-related knowledge specifically in the areas of risk assessment, coaching techniques, child protection measures and the legislation governing the dual education system in-company training. This orientation session targeted Dual Education System representatives, technical education trainer “change agents” and national consultants in 26 regional units, who provided advisory services to 500 inter-company trainers in 220 enterprises offering apprenticeship opportunities to 3,000 trainees.

To ensure sustainable and unified replication of the training, in 2021 ACCEL and GIZ jointly developed a training manual on “Informed Decent Transition from School to Work”, which is being used to deliver training to DES teachers, who will in return deliver it to new DES apprentices. The manual aims to raise awareness of decent apprenticeships and children rights in the workplace.

In addition, in cooperation with the Federation of Egyptian Industrialists (FEI), in 2021 ACCEL produced a special [booklet on decent employment and apprenticeship training](#) for dissemination to member companies to ensure that employers do not unintentionally engage minors in child labour on their premises.

As a result of these efforts, the RUDS training advisors replicated the “Informed Transition from School to Work” training to 1,015 apprentices.



▶ “Informed Transition from School to Work” training



▶ “Informed Transition from School to Work” training

These efforts to improve apprenticeships in the dual education system in collaboration with GIZ, employers' organizations and MOETE have been [documented](#).

Testimonies

Doaa Mohamed Al Sayed, child protection facilitator:



The training of apprentices in rights and duties at work developed their communication skills, confidence and courage to raise any issue they face at work. By the end of the two-day “Informed Transition from School to Work” training, there were smiles on their faces, and hope and optimism about their future, which were not there at the beginning of the training. I was proud to be able to transfer such knowledge, to let the apprentices know their rights and duties and to inspire them to be the main source of change. Indeed, my master’s thesis will be on combating child labour and the efforts made by local, national and international organizations such as the ILO to improve the situation of apprentices and working children. I thank the ILO for giving me the opportunity.



At first, I hated the idea of joining the dual education system. I wanted to go to a regular high school. However, after joining the DES and attending the ILO training, I understood how unique a student I am. I not only study the ordinary curriculum but also have the privilege of learning a profession and gaining experience that will give me better job opportunities after graduation. Moreover, I have a stable monthly income, which helps me reduce the financial burden on my parents. I am financially independent at this young age. In addition, after attending the ILO ACCEL Africa training on transitioning to work, I am aware of my rights and duties at work and I will not allow anyone to exploit me or take away my rights. I will not work extra hours or during the holidays. In addition, I will take care of my occupational safety and health and will avoid being engaged in hazardous work. My dream is to become an engineer. I thought the dual system education would be a hindrance. That’s not the case. Instead, I am working hard to realize my dream.



► Shahd, 17, participant in the “Informed transition from School to Work” training

Hanan, 16:



What I love about the dual education system is that it provides me with a regular education in addition to a profession and a craft, which makes my education unique. I will share the information I have learnt about child labour during this training with my colleagues, neighbours and relatives so that they know and can protect their rights. I hope to start my own enterprise one day, taking into consideration the rights of working children and the occupational safety measures I have learnt about today.

3



► **Location** Ghana **Geographical area** Accra

► **Duration** 2017-2021

► **Budget** USD 1,000,000

► **Donors** Swiss State Secretariat for Economic Affairs (SECO), Norwegian Agency for Development Cooperation (NORAD), German Government through GIZ

P&B Outcome 4 – Sustainable enterprises as generators of employment and promoters of innovation and decent work

SDG target 8.3 – Promote development-oriented policies that support productive activities, decent job creation

► **Ghana: How Ghana's hoteliers are scoring financial goals**

The ILO's Sustaining Competitive and Responsible Enterprises (SCORE) Hospitality Coaching (HoCo) training has put Alisa Hotels on track to reap big profits after implementing cost-reduction measures and improved kitchen inventory management.

The contribution of the hospitality sector to the economic development of Ghana is growing steadily. It is estimated that, in 2021, Ghana's travel and tourism sector contributed about USD 3.1 billion to the country's gross domestic product, increasing from USD 2.1 billion in the preceding year.⁴ However, the sector is faced with many constraints that affect its performance, including poor quality of services, high operational costs, high levels of staff turnover, and poor working conditions and occupational safety. Against this background, hotels were among the business enterprises targeted for the ILO [Sustaining Competitive and Responsible Enterprises \(SCORE\)](#) programme in the hospitality sector. The programme also supported firms in the manufacturing and agro-processing sector.

The SCORE programme

SCORE is an ILO global programme that improves productivity and working conditions in small and medium-sized enterprises (SMEs). It combines practical classroom training with in-factory consulting. SCORE training focuses on developing cooperative working relations that result in shared benefits. The three SCORE hospitality coaching (HoCo) modules are Workplace Cooperation, Service Excellence and Responsible Tourism. The [SCORE HoCo](#) is designed to improve productivity, quality of services and competitiveness in the hospitality industry.

Hotels that have participated in the SCORE training programme⁵ have reported many positive results in terms of cost savings, quality service delivery, occupational safety, better working conditions, improved customer satisfaction and increased revenues.

[Alisa Hotels](#), a chain of three hotels, were among the 50 hotels included in the SCORE training programme. These hotels have been among the best in the hospitality industry in Ghana since the first of them was established in 1999. However, they had never found a solution to their high operational costs. The staff and management offered great customer service, but the business was not profitable. Their quality services came at a high cost and this was a constant source of concern to the management.

⁴ <https://www.statista.com/statistics/1278510/contribution-of-tourism-to-gdp-in-ghana/>

⁵ SCORE Training in improved workplace cooperation, customer satisfaction, maintenance, energy efficiency and occupational safety and health.

Alisa Hotels participated in the SCORE HoCo training in September 2021. Following the training, there was a complete change in their fortunes. They have been able to examine and improve their energy production and consumption practices, kitchen inventory and waste disposal procedures, all of which were responsible for the high costs of operation.

Impact of the programme

Phyllis Boakye, Human Resources Manager at the North Ridge branch of Alisa Hotels, notes that after the training in workplace cooperation, the general attitude of employees changed for the better. Hotel staff were trained in the importance of daily briefings on the standard operating procedures (SOPs), which improved understanding of the staff's work environment and translated into increased synergy and teamwork.



▶ Some of the Alisa Hotel staff who participated in the SCORE HoCo training

Waste disposal and energy consumption, including fumigation, which were a heavy financial burden, have since been performed cost-effectively. Before enrolling for SCORE HoCo in August 2021, the hotels spent over GHS 350,500 (about USD 43,600) per month on electricity, as shown in Table 1. After four months, by December 2021, the bill had steadily reduced to a little over GHS 307,000 (about USD 38,200). This was because, after the training, the workers became more conscious of the need to turn off air conditioners in conference halls and other places when they are not in use. The use of sensor technology that automatically turns off lights in washrooms also helped to cut costs.

Little did the laundry department know that lumping linen and towels together, without taking into consideration the weight of items, caused wear and tear on the machines and resulted in higher energy consumption. Subsequently, new scales were purchased for weighing and grouping different sizes of items for more efficient laundering.

Table 1: Reduction in the cost of energy and efficiency of waste disposal for Alisa Hotel in Quarter 1 (September – December 2021) of implementing HoCo

Month	Electricity (GHS)	Waste disposal (GHS)	Fumigation (GHS)
September	350,539.14	13,000.00	5,012.00
October	345,368.31	12,925.00	3,532.00
November	342,392.75	11,921.00	3,532.00
December	307,270.15	10,585.14	3,432.00

Source: Alisa Hotels, 2021

Hospitality sector best practices

Alisa Hotels staff adopted the 5S⁶ housekeeping procedure. George Ofosu, the Operations Manager, notes that this has made the backroom spaces of the hotel, such as the storeroom and workers' shelves, tidier:



Before the 5S practice was adopted, in both male and female rooms, clothes would be littered all over the floor. That situation has since improved. Today, you find the rooms neat and spacious, which has created order in the workplace.

Inventory management in the kitchen was tremendously improved by the introduction of labelling and date-coding. According to chef Darryl Freeman, work has been made a lot easier as dates on groceries help identify items that must be used first because they have been refrigerated longer. In December 2021, he noted that a documented measurement procedure was introduced, whereby food is quantified to reduce wastage, and waste is disposed of cost-effectively.

These improvements have not only made Alisa Hotels operate more profitably but have improved the work experience for staff. Ernest Ayaga, 5S Champion, notes that an excellent relationship has been established between workers and their managers. A restaurant setting has been created where staff and management can have meals together. This has improved staff morale and motivation. Given these tangible results and significant improvement in the operation of his business, Martekor Quaye, the Alisa Hotels General Manager, would recommend the SCORE HoCo training for other hotels.

⁶ 5S – Sort, Set-in-order, Shine, Standardize, and Sustain.

4



► **Location** Ghana **Geographical area** Accra

► **Duration** 2020-2022

► **Budget** USD 530,000

► **Donors** Norwegian Agency for Development Cooperation (NORAD)

P&B Outcome 5 – Skills and life-long learning to facilitate access to and transitions in the labour market

SDG Target 4.5 – By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations

► Ghana: When vocational education goes virtual

As part of Ghana's Digital Agenda, the "SKILL-UP Ghana" project is digitizing technical and vocational education and training (TVET), enabling thousands of young people across Ghana to be trained and equipped with vital entrepreneurial skills.

Unemployment and underemployment rates in Ghana stand at 12 and 50 per cent respectively among youth, according to [the 2019 World Bank report](#). These figures are higher than the average⁷ for sub-Saharan African countries. The World Bank notes that, despite major investments by both the Government and the private sector, this problem will intensify if job opportunities remain limited.

For this reason, the ILO, in collaboration with the [Commission for Technical and Vocational Education and Training in Ghana](#), has supported the implementation of Ghana's Digital Agenda with the digitalization of the country's technical and vocational education and training (TVET) system. The aims are to improve access to TVET for young people and so reduce unemployment. In 2020, ten TVET institutions were selected to pilot the transition of TVET teaching and learning from classroom to online modes, under what is referred to as the TVET e-Learning Labs.

As part of the [SKILL-UP Ghana project](#), ten tutors from selected training institutions underwent practical training in July and October 2020 at the [ITC/ILO Training Centre](#) in Turin, Italy. They were equipped with the skills required to convert hard-copy training materials to online content and to design TVET distance-learning programmes. Ghana's SKILL UP project, funded by the Norwegian Agency for Development Cooperation (NORAD), is part of the ILO's Global Programme on Skills and Lifelong Learning (GPSL3) and aims to strengthen the country's skills system and its ability to respond to labour market demand.

Scaling up e-learning opportunities

The SKILL-UP Ghana project has enhanced e-learning, which is important in an era of the growing use of information and communication technologies (ICTs). As e-learning and distance-learning programmes are introduced, more learners from all part of the country will be able to access the technical and vocational training they need and be equipped with entrepreneurial skills.

As a result of this project, teaching and learning has been enhanced. Digital TVET has made teaching and learning materials (TLMs) accessible for both tutors and students at any time and from any location. The Asuansi Technical Institute, one of the oldest training institutions in the country, has pioneered the shift from the traditional on-campus training and learning to the new off-campus, online mode. The ILO is supporting the Institute in developing a practical guide to assist all technical institutes in the country in digitizing their teaching and learning.

⁷ The sub-Saharan Africa unemployment rate for 2021 was **7.62 per cent**, **World Bank**.

Project impact

According to Mr. Kweku Amponsah Dadzie, a carpentry tutor at the school, teaching has become much more flexible with the introduction of the digital approach: *“With the digital wizard, I can post assignments for the attention of my students and go about other duties at the same time, since I don’t have to be physically present”, he says. He notes that, before the introduction of digital teaching, he was supposed always to be present in the classroom but would often be absent in the event of having to attend to some critical need. This would lead to loss of contact hours with the students, which affected coverage of the syllabus. “This problem is now history. The students can have access to lessons and simulation exercises while, for example, I am away attending management meetings.”*

The SKILL-UP Ghana Project has continued to collaborate with the TVET Commission to deliver training on the digitization of teaching and learning for 102 tutors. The training programme for tutors was completed in October 2021 and is expected to benefit at least 2,000 students.



▶ TVET participants attending a computer literacy training activity



▶ One of the trainees receiving assistance from a tutor during a training sessions

The ILO is committed to expanding the digitalization of teaching and learning in Ghana. The SKILL-UP Ghana project is part of the ILO Global Programme on Skills and Lifelong Learning, funded by the NORAD.

5



► **Location** Mauritania **Geographical area** Moughata of Bassikounou

► **Duration** November 2019 to August 2021

► **Budget** USD 3,000,000

► **Donors** BPRM (United States), US Department of State

P&B Outcome 3 – Economic, social, and environmental transitions towards full, productive, and freely chosen employment and decent work for all

P&B Outcome 4 – Sustainable enterprises as generators of employment and promoters of innovation and decent work

SDG Target: 8.3.- Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small and medium-sized enterprises, including through access to financial services

► **Mauritania: Refugees and host communities coexist in peace**

Amid acute poverty, increasing numbers of refugees and overall challenging conditions in the Bassikounou Moughata region, the Bureau of Population, Refugees and Migration (BPRM) has bolstered refugees' self-reliance, thereby improving social cohesion and their coexistence with host communities.

In 2020, [Mauritania was sheltering more than 55,000 Malian refugees. By the end of 2021, the country was home to 74,544 refugees, 67,000 of whom were Malians](#), in the M'bera camp. There are a significant number of collaborative ventures which mitigate potential sources of strife between the refugees and the host community. Nonetheless, some conflict prevention, management and resolution mechanisms are also essential to alleviate tensions.

The objectives of this BPRM America-funded project were to build and equip two agri-food centres in the Mbera camp and in Fassala and to support the installation of two management committees bringing together refugees and host communities; to provide in-kind working capital (inputs) and services to the two management committees so as to strengthen and support production and marketing by implementing strict hygiene standards, and to facilitate their monitoring; to develop and implement a participatory training and coaching plan integrating processing techniques, hygiene, occupational health and safety, equipment maintenance and quality control procedures; and to ensure standardized organoleptic properties (texture, taste, colour, smell, shape, etc.) for each type of finished product by maintaining the correct amount of ingredients in accordance with a production protocol.

The target population consisted of 440 young women and men (aged 16 to 35), of whom 50 per cent were refugees and 50 per cent young people living in the host communities, and more than 40 per cent women. All were trained in labour-intensive work (HIMO).

The project also supports beneficiaries in their efforts to adopt hygiene and quality standards as they develop their production and marketing activities, [while reinforcing social cohesion](#). It promotes equitable vocational integration and market access for both communities by strengthening a network of business support services (BSS) and by scaling up its activities.

Infrastructure, which is essential for local economic development and services based on value-chain and market analysis, is built or procured by young people, making full use of local materials. In addition, local economic development is boosted by fostering local businesses, improving business organization and encouraging the participation of cooperatives, local groups, civil society and local businesses.

The ILO aims to improve the employability of young people by directly involving them in various training courses, including construction work. [For example, they take part in construction work in the Mbera camp](#) and in Fassala. They are trained in the construction and roadworks sectors, for which workers are in high demand. Builders, plumbers, electricians, surveyors and earth workers are also needed and refugees are engaged in these jobs as apprentices. Two food-processing centres have been built in the Mbera camp and in Fassala.

On another level, management committees have already been created for the two agri-food centres. The objective is to provide working capital and services to the two committees to strengthen them technically and support them in their activities in the agri-food production and marketing sectors. Meat processing is already under way with the production of smoked and dried meat (*tishtar*). In addition, the two communities are involved in the participatory development and implementation of a training and support plan integrating processing techniques, hygiene, health and safety at work.

A training and support plan for professional organizations within the region has been validated and implemented. This plan guarantees proficiency in new processing techniques and in equipment use, maintenance and upkeep. The identification of control levels, cleaning and disinfection are all addressed.

A market study was performed to identify optimal marketing conditions, develop new markets and define a new dried-meat product and its marketing potential. In addition, a system to control finished products and their traceability, inventory management, production and expiration dates has been implemented.

All these activities are intended to facilitate access to infrastructure and markets, and to develop the skills and work experience of refugees and host communities, especially in new ways of processing agri-food products and improving existing practices.

This initiative has helped enhance employability and upskill the region's professional butchery and dried meat organizations, while simultaneously giving them work experience in new processing techniques and access to markets. It has also been possible to establish a wide range of support services for local businesses in order to boost local economic development by fostering greater participation on the part of professional organizations.

According to Likname Ould Beydi, 38, a Malian refugee and President of the Mbera Agri-Food Centre Management Committee:



Our tools were in fact rudimentary and our products did not necessarily meet the hygiene, quality and variety standards expected by consumers. Now we have stainless steel drying equipment that protects our products from any external aggression or contamination. Added to this are capacity building training sessions which allowed us to diversify our products and break into other local as well as national markets. Our products, i.e. the dried meat produced in the camp by the refugees, are also being increasingly consumed by the locals (Mauritanians). This contributes to bringing us closer together.

6



► **Location** Mozambique **Geographical area** Vilankulos and Inhassoro, Inhambane Province

► **Duration** 1 January 2017 - 31 March 2022 ► **Budget** USD 9.8 million

► **Donors** SIDA

P&B Outcome 3 – Economic, social, and environmental transitions for full, productive, and freely chosen employment and decent work for all

P&B Outcome 4 – Sustainable enterprises as generators of employment and promoters of innovation and decent work

P&B Outcome 6 – Gender equality and equal opportunities and treatment for all in the world of work

SDG Target 1.2 – By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions

► **Mozambique: Smallholder farmers reaping big benefits from booming tourism industry**

The ILO's Decent Work for Sustainable and Inclusive Economic Transformation project in Mozambique, commonly known as the MozTrabalha Project, has supported 300 smallholder farmers engaged in horticulture, who are benefiting from the booming local tourism industry.

[Vilankulo and Inhassoro Districts](#) in Inhambane Province of Mozambique are major tourist destinations. They are also productive areas for horticulture, providing an opportunity for the province to produce and supply a large share of horticultural products to the booming local tourism industry.

However, despite the huge potential, an estimated 80 per cent of products in the catering value chain, including vegetables, were being imported from outside the country. Horticultural production in the area is performed predominantly by non-unionized smallholders. They use rudimentary farming methods, with little or no support from extension services and with very limited access to sources of finance or quality farm inputs. The local infrastructure, such as irrigation systems and roadways, is poor, resulting in poor market linkages and limited access to market information. These were the findings of an [ILO study on restaurants and catering value chains of Mozambique](#). These factors led to low productivity and poor quality farm outputs that did not meet market standards.

The ILO's Decent Work for Sustainable and Inclusive Economic Transformation project in Mozambique, commonly known as the [MozTrabalha Project](#), is being implemented by the ILO and the Government of Mozambique with funding from the Government of Sweden. Since 2019, it has been supporting 300 smallholders in Inhassoro and Vilankulo districts in efforts to increase production as part of the horticulture-for-tourism value chain initiative. Some of the services offered are: 1) registration support for social security and other public services; 2) referral services; 3) support to informal operators in setting up businesses; 4) training services; 5) facilitated access to finance; 6) facilitated market linkages; 7) business development support.

Greenhouses stimulating productivity

There was an opportunity to work with cooperatives, farmers and farmers' associations, and the tourism industry to stimulate local production and substitute local products for imports in the catering value chain. The MozTrabalha Project, in collaboration with Aceagrarios, a market-system stakeholder, supplied quality farm inputs and extension services, including market linkage and information

services. The expansion of extension services, better access to quality inputs, market information, better organization and aggregation has led to a significant increase in the quantity and quality of the vegetables and livestock produced, thus meeting market demands. In addition, from June to July 2021, aggregation by Aceagrarios ensured that smallholder farmers could access formal markets, such as hotels and restaurants, with their products.

Cristina Zefanias, a resident of Nhawache village in Vilankulo District, is one of the 300 smallholders who received support from the MozTrabalha project in the form of quality inputs, better production techniques and sustainable operations. The 49-year-old mother of five had not been spared the many challenges faced by other smallholders in the area, particularly the prolonged droughts and excessive heat that had been making horticulture difficult.

In June 2021, Cristina received a 600-square-metre greenhouse from the MozTrabalha Project to help her improve her horticultural production. This has enabled her to produce vegetables throughout the year. *"I am very thankful for this project," she says. "Before I got this greenhouse and the shade it provides, I lost a lot of lettuce seeds, and hence output, due to the intense heat. Today I get 100 per cent output."*

She adds:



Before I got the greenhouse, a 15-metre lettuce garden made me MT 1,200 (about USD 18.8) and I had to wait a month and a half to harvest. Today, I make MT 3,000 (about USD 47) selling vegetables from the same size garden at, and the harvesting is done every three weeks. I have invested my profits in the production of other vegetables that are demanded by the hotels, such as carrots, cucumbers and green peppers, which I could not produce previously. Today, I can afford to buy clothes and pay school fees for my children.

► Cristina Zefanias watering her plants in her greenhouse garden

The MozTrabalha Project has supplied a further nine smallholders with greenhouses, which has boosted production and supply to the local hotels and restaurants. Previously, the restaurants and hotels complained of inconsistent horticulture supplies from the local smallholders.

With the increase in the production of horticultural produce, Aceagrarios built a processing and packing unit in Vilankulo. The unit employs four people and packs approximately 500 kilograms of horticultural produce per month. This enables Aceagrarios to meet the demand for fresh vegetables from hotels and other catering businesses in Inhassoro and Vilankulo. The smallholders have employed more workers on their farms, which has increased the incomes and economic wellbeing of the local people.



7



► **Location** Niger **Geographical area** Ayorou

► **Duration** 3 years (2019 - 2023) ► **Budget** USD 3,919,320

► **Donors** USDOS - BPRM

P&B Outcome 3 – Economic, social, and environmental transitions to full, productive, and freely chosen employment and decent work for all.

SDG Target 8.2.- Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value added and labour-intensive sectors

► Niger: Improving food security in the Commune of Ayorou, Niger

Agriculture in refugee-hosting areas of Niger is being hampered by multiple disasters, including drought, famine, flooding, land degradation and intercommunal violence. However, major agricultural efforts are improving food security and benefiting both communities.

Niger, where [more than 80 per cent of the population](#) rely on agriculture for their livelihoods, is facing a complex humanitarian crisis characterized mainly by [persistent insecurity and violence perpetrated by non-state armed groups against the population](#). In addition, seasonal floods and recurrent droughts are affecting the country's agricultural sector and economy and pose a serious threat to its development. [About 80 per cent of the country lies in the Sahara Desert](#).

[According to the UN](#), Niger was home to more than 266,400 Nigerian and Malian refugees as of June 2022, in addition to 13,000 Burkinabe fleeing atrocities perpetrated by jihadists.



► [A farmed fish caught in one of the project's ponds in Ayorou](#)

Since 2019, the International Labour Organization (ILO) has been implementing the [PAERCA-BPRM \(Market-Based Livelihood Interventions for Refugees and Host Communities in Niger\) project](#). The project supports the implementation of Niger's National Sustainable Aquaculture Development Strategy and National Employment Policy 2020-2025 and aims to create an enabling environment for improved access to sustainable, market-based livelihoods for refugees and host communities in Ayorou, Niger. It also supports efforts to empower beneficiaries by adopting an innovative approach based on market systems analysis to identify economic and employment opportunities relating to the fish-farming, onion-growing and sustainable-waste-management value chains.

The project focuses on three areas: enhancing the country's overall business environment in order to address general constraints on economic activity and employment; improving the performance of the aquaculture value chain and making opportunities more readily accessible to refugees and host communities; and establishing sustainable waste management practices in order to avoid further environmental degradation and create positive spin-offs for the aquaculture value chain.

As a result, 1191 beneficiaries, including 535 refugees (60 per cent women), completed short-term technical training courses (pond construction and maintenance; fish farming, processing and conservation; and sorting, compacting and converting waste into various by-products, etc.) in September 2020. In 2021, the beneficiaries produced, processed and sold eight tons of fish on the local market. In addition, a fish-farming station is being built on a site measuring 1.350 ha to enable beneficiaries (refugees and host communities), organized in cooperatives in the fish-farming value chain, to achieve annual production of 112 tons of fish by the end of 2022. This fish-farming station consists of 30 basins built with permanent materials and 20 mobile basins, one surge tank to control water flow, one storage facility, one hatch house for fry production and one fish stall.

In addition, two integrated waste management units have been installed and equipped for beneficiaries, organized in cooperatives, and Ayorou town hall; the nexus is being implemented under a joint ILO-UNHRC operation.

The project has brought about positive changes for the host communities of Ayorou, in particular enabling beneficiaries to sort, compact and recycle waste, and so improve sanitation in the community. The main products resulting from waste recovery are vegetable charcoal, organic fertilizer, and slabs and paving stones used in sanitation works. The project offers outstanding employment opportunities by developing the fish-farming value chain and sustainable waste management activities.

According to Mohamed Albachir Yacouba, Ayorou Canton Chief:



Since the activities began, locals and refugees have been treated equally. In fact, both communities benefit from the same activities. This is the reason why they live in harmony. Both communities (refugees and local people) have been involved in the fish-farming and sustainable waste management value chains in an equitable manner. The project has brought about significant and meaningful change in the Ayorou area.

One of the beneficiaries of the sustainable waste management chain, Amina Halidou, explains:



This project has been very helpful to us. In the past, we were unable to undertake any business activity and didn't have any occupation. Now we are thriving in this business and can meet our needs and those of our children. We can buy our children books and exercise books, and give them money they can spend during their breaks at school.



► Using a machine to produce vegetable charcoal at a biofuel unit

► Production of organic paving stones from waste materials

8



▶ **Location** South Africa

▶ **Duration** 2020-2022

▶ **Budget** USD 550,000

▶ **Donors** Regular Budget Supplementary Account

P&B Outcome 6 – Gender equality and equal opportunities and treatment for all in the world of work

P&B Outcome 8 – Comprehensive and sustainable social protection for all

SDG Target 5.b – Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women

▶ **South Africa: Making South Africa's home-based workers visible**

How a customized database is giving vulnerable workers visibility, bargaining power and a collective voice to improve working conditions, escape exploitation and live a more decent life.

Because of the informal nature of their work, home-based workers in South Africa, who are mainly women, are vulnerable to external economic shocks and exploitation by contractors, including late or non-payment for their services. These workers are unable to access educational opportunities and are on low incomes, often at the bottom end of local, regional and global garment and crafts supply chains.

Working in isolation in their homes also makes it difficult for home-based workers to gain visibility, bargaining power and a collective voice to improve their working conditions.

The outbreak of the COVID-19 pandemic in South Africa and the introduction of measures to contain the spread of the virus, including restrictions on movement, exacerbated the economic vulnerability, isolation and invisibility of home-based workers. Many lost their livelihoods or experienced a drastic cut in their earnings, with declining consumer demand for their products in the face of rising unemployment as lockdown restrictions caused many enterprises across the country to close or downsize their operations.

Relief and rescue support programme

In response, in 2020 the Government of South Africa instituted relief and rescue support programmes for small and medium-sized enterprises, which bore the brunt of the COVID-19 lockdown restrictions. The Government also introduced a gender-responsive public procurement policy. However, because very few women, including home-based workers, owned businesses, many women did not benefit from the initiative. This was because of the onerous eligibility criteria, which required, among other things, that beneficiaries must be formally registered businesses.

It was against this background that the ILO collaborated with [Women in Informal Employment: Globalizing and Organizing \(WIEGO\)](#) to develop a [database of home-based workers' organizations and individuals](#) in the garment and crafts industries across the four provinces of Eastern Cape, Gauteng, Limpopo and Mpumalanga. The purpose of the database was to enhance the visibility of home-based workers and so facilitate their access to support services and market opportunities, setting them on a path towards formalization. By the end of 2021, a total of 42 home-based workers and their organizations had been registered in a database that continues to be updated.

More than 95 per cent of the entries on the database are female own-account workers or entities owned by women aged between 32 and 50. Fewer than 50 per cent had previously benefited from

post-school skills training in areas applicable to their work, for instance in fashion design, while 56 per cent had no secondary source of income besides their primary home-based work.

Women now visible to the world

The database was a critical catalyst in birthing the Home-Based Workers' Association. Founded on the principles of organizational independence and inclusiveness, the Association has helped home-based workers to have a strong united voice in negotiating with the Government on policies that affect their work and in building alliances with other workers' organizations able to support their campaigning for recognition and protection of their rights as workers.

In November 2021, the ILO facilitated a one-time cash transfer via WIEGO to home-based workers registered on the database, which helped to alleviate the dire situation many of them faced. Many used the funds to resuscitate their businesses by purchasing materials and equipment so that they could resume operations when lockdown restrictions were eased.

In December 2021, WIEGO created a WhatsApp group to connect all the registered home-based workers to networking opportunities across six provinces. The workers have also used the platform to organize and establish a collective voice for the betterment of their trade.

According to Nolubabalo, 32, a dressmaker and home-based worker from the township of Alberton in Gauteng Province:



I have learnt a lot from other workers in the group and I don't feel isolated anymore. Networking has benefited my business.



► Home-based workers in a training workshop that culminated in the formation of their association

The cash transfers made a tremendous difference to the home-based workers registered on the database, as Enny and Nolubalalo have stated.

For example, Enny, aged 50 from Limpopo, says:



I am a dressmaker. Many of my clients lost their jobs and could not pay for their dresses. The schools closed down and so there was no demand for uniforms, while some of my customers who were due to collect and pay for their orders died from COVID-19-related complications. I lost all my investment. With the cash transfer I received, I was able to buy materials and equipment to start again. This saved my family from destitution.

Nolubalalo started her handicrafts and wedding outfits-making business in 2016, she did not witness a significant change until she registered on the database:



I was able to open a business account and that boosted my confidence as a businesswoman. I was overjoyed when I received cash from the ILO. I was able to purchase a button machine, sewing thread and beads that I embroider on the clothes.

Business is picking up, she says with a big smile.

9



▶ **Location** Tunisia **Geographical area** Governorate of Zaghouan

▶ **Duration** 2020-2021

▶ **Budget** USD 300,000

▶ **Donors** Kingdom of Norway

P&B Outcome 3 – Economic, social, and environmental transitions to full, productive, and freely chosen employment and decent work for all

P&B Outcome 4 – Sustainable businesses to create jobs and promote innovation and decent work

Sustainable Development Goals Targets

SDG Target: 8.3- Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small and medium-sized enterprises, including through access to financial services

▶ Tunisia: Boosting job creation through alternative tourism

In response to rising unemployment in Tunisia, an innovative project has successfully created decent jobs in the alternative tourism sector.

Tunisia's unemployment rate continued to rise over the 2020-2021 period. [In the first quarter of 2021, it rose to 17.8 per cent, from 17.4 per cent in the fourth quarter of 2020.](#) According to the National Statistics Institute of Tunisia (INS), the unemployment rate reached 18.4 per cent in the third quarter of 2021, up one point from the fourth quarter of 2020. In fact, Tunisia has been experiencing a high and persistent unemployment rate of around 15 per cent for two decades. The youth unemployment rate is more than double the average. Women graduates from higher education and men with a secondary education are those most affected. These two categories together account for more than 70 per cent of the total unemployed population. As a result, the Tunisian people and Government are in never-ending pursuit of innovative employment-creating projects.

EDJEF Project.

To this end, the ILO has partnered with the Kingdom of Norway to implement the [EDJEF \(Decent Jobs for Youth and Women\) project](#) in the Governorate of Zaghouan, with the aim of "[promoting the employability of youth and women, and creating jobs, in the four governorates of Kairouan, Zaghouan, Tunis and Manouba](#)" by developing various value chains.

Using **a locally based participatory approach** and working with key regional stakeholders involved in the labour market, the local committee responsible for steering and monitoring the project has embraced alternative tourism as a vehicle for development. Zaghouan, which in 2019 the Minister of Tourism Mr. Rene Trabelsi designated as the capital of alternative tourism, is potentially one of the country's most beautiful tourist destinations and is therefore well-suited to this role.

The EDJEF project has been involved in 28 sub-projects, has trained 263 young people, including 195 women, and has created 92 direct jobs, including 56 for women.

For the past few years, Tunisia has been trying to identify economic sectors with the capacity to address unemployment among a broad segment of the youth population. In 2019, a territorial employment diagnosis identified the main constraints on the development of certain economic sectors, as well

as identifying sectors with genuine wealth creation opportunities and sectors that are still under-exploited.

It was against this backdrop that the EDJEF Decent Jobs for Youth and Women project, funded by the Kingdom of Norway, extended its support for decent employment by creating jobs for youth and women in four target governorates, including Zaghouan, adopting a systemic approach focused on value chain development.

Working with the main regional players active in the labour market, the local selection committee chose alternative tourism as a vehicle for development and Zaghouan, potentially one of the country's finest tourist destinations, as well-suited to the role of alternative tourism city.

Under the EDJEF project, several related projects have been started, young people have been trained, and a considerable number of job opportunities have been created.

[Tourism in Tunisia is essentially resort or “mass” tourism. It accounts for 95 per cent of the country's hospitality capacity and aims to attract a large volume of visitors to the country.](#) It is largely specialized in a form of tourism leveraging the “sun-sand-sea” trinity, and is mainly restricted to the country's eastern coastline. A report by the National Tourist Office published in 2020 giving a breakdown of hotel establishments by category states 64 per cent of hotels are classified, of which 80 per cent are located on the coast, while rural cottages and vacation villages do not exceed 3 per cent.

However, this model, with its non-diversified supply capacity, is an outdated model that cannot be sustained in the long term. The fact, Tunisian tourism has become [hostage to the traditional resort tourism format, which no longer attracts new generations of tourists.](#)

The type of alternative tourism that has emerged in Tunisia in recent years is still largely informal and operates mainly through social networks. Despite a considerable endowment of archaeological, natural and cultural attractions, and an environment would enable it to harness its resources to attract tourists and promote alternative tourism, Zaghouan remains unknown. And yet, its attractions include mountains glad in greenery, stunning landscapes, a rich cultural heritage and a diversity of wildlife. Finally, its proximity to Tunis and Sousse ensures that its target clientele is close at hand.

The EDJEF project continued to provide support with an extensive outreach campaign coordinated with local associations and NGOs in the governorate. The aim was to create projects that would generate decent jobs for young people and women in the region's alternative tourism sector.

Workshops were held to allow young people to pitch their project ideas to members of the selection committee, which then selected 134 young people and women from the region. They were given customized support such as soft-skills training in coaching workshops designed to foster behavioural skills such as dedication, empathy and creativity, and financial literacy training. Those who eventually choose to start their own business can attend entrepreneurial-training and business-plan-development workshops, and undertake training to enhance their knowledge of the technical dimensions of alternative tourism (safety, hygiene, digital marketing and so on). They can also receive individual coaching.

The development dynamics impelled by the EDJEF project has made it possible to develop new projects across the region, enhance the local actors' collective organization capacity, and foster respect among project initiators for striking the right balance between tourists' needs and preventative environmental protection.

The local selection committee picked 28 projects to receive support in the form of equipment. In an unprecedented move for the ILO in Tunisia, the EDJEF project decided to cooperate with microfinance organizations in training young people and women, tracking their progress and building their skills, as clients of the microfinance organizations concerned. A wide array of projects was selected, involving camping and mountain-sports, horse-riding, caving equipment rental, mountain biking, running guest houses and rural lodges, digital travel agencies, quad-biking, kayaking, ziplining and developing local products. Taken together, these have created 92 direct decent jobs (including 56 for women), despite the COVID-19 pandemic.

According to **Othmen Tiwiri**, a 25-year-old beneficiary of the EDJEF project, passionate mountain-sports enthusiast and creator of a camping centre in Zaghouan:



My dream was to create a camping and hiking centre at the heart of Jbel Zaghouan to accommodate visitors. I wanted to share my experience with them and give them the opportunity to relax, feel good about themselves and so on. The courses delivered by the EDJEF project on value chain development, soft skills, microfinance and financial education have enabled me to better analyse opportunities and have reinforced my original idea. The coach helped me draft my business plan and persuade the bank to finance my project. This support has also enabled me to manage my project well and consider expanding it. My dream has come true.



► Hiking and cycling are the most popular leisure activities in Zaghouan



► Camping by the Sidi Medien Lake in Zaghouan



► Hiking in the mountains

Manel Laribi's testimony: Creating an oil distillation project using aromatic plants.



After completing my studies in basic chemistry, I experienced a year-long period of unemployment during which I inquired daily about available offers at the job centre. One day, a poster describing the EDJEF project and explaining measures undertaken to help young people create their own businesses in the alternative tourism sector caught my attention. It didn't take long before I came up with an idea for my project. All I had to do was put into practice what I had learned during my studies, which dovetailed neatly with my passion for aromatic plants. The EDJEF project helped me carry out a thorough market study, understand my product's added value, make the right packaging choice and work out how to investigate my target market. Most importantly, the digital marketing training helped me understand the importance of social networks in prospecting for customers.

10



▶ **Location** Tunisia **Geographical area** Tunisia (the whole country)

▶ **Duration** 2017-2021

▶ **Budget** USD 685,000

▶ **Donors** SECO (Swiss State Secretariat for Economic Affairs) and NORAD (Norwegian Agency for Development Cooperation)

P&B Outcome 3 – Economic, social, and environmental transitions to full, productive and freely chosen employment and decent work for all.

P&B Outcome 4 – Sustainable businesses as a means to create jobs and promote innovation and decent work

P&B Outcome 5 – Skills and lifelong learning to facilitate access to the labour market and career transitions.

P&B Outcome 7 – Adequate and effective protection for all in the workplace

SDG Target: 8.3- Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small and medium-sized enterprises, including through access to financial services

▶ **Tunisia: Revitalized Tunisian SMEs lead to a recovery of the local economy**

Through its SCORE programme, the ILO has been providing technical assistance and training to Tunisian SMEs to help them meet challenges, including the effects of the Covid-19 pandemic. More specifically, 7,014 employees, 51 per cent of them women, have benefited from the programme.

Small and medium-sized enterprises (SMEs) have an important role to play in addressing economic and social challenges. In Tunisia, [SMEs account for more than 80 per cent of the national economic fabric](#), contributing 50 per cent of GDP and providing nearly 70 per cent of jobs in the private sector. Nevertheless, for a number of reasons, most SMEs have remained [financially shaky](#) and of small stature over the years, have been unable to gain strength and grow, and have sometimes eventually disappeared. The COVID-19 outbreak has further aggravated the situation.

[SCORE \(Sustaining Competitive and Responsible Enterprises\) is an ILO programme](#) designed to improve productivity and working conditions in SMEs. SCORE Tunisia was launched in September 2019 with funding from the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Development Cooperation Agency (NORAD). The programme operates primarily by implementing the SCORE training curriculum. It combines classroom-based practical training with on-the-job consultation and incorporates international best practices, enabling SMEs to participate in global supply chains.

Following the pandemic-induced lockdown, numerous SMEs experienced a production shutdown and closure of sales outlets. Business-to-business collections were also halted and international trade operations were suspended. To help local SMEs prevent the spread of COVID-19 and reduce its impact, [SCORE Tunisia, in partnership with the Occupational Health and Safety Institute \(ISST\)](#), swiftly developed the PCA SST (Business Continuity Plan & Occupational Health and Safety) module. This module provided training and technical support to enable SMEs to safely resume their activities, prevent future crises and deal with them at the lowest cost. SMEs were given training and technical assistance in developing business continuity plans (BCPs). They also received training and technical assistance to help them align with the legal and regulatory framework for occupational health and safety (OHS).

By 31 December 2021, 103 Tunisian SMEs had completed this module and 7,104 employees (51 per cent of them women) had been trained and supported. In addition, 228 technical assistance activities had been conducted, receiving a 97 per cent beneficiary satisfaction rate, while 103 BCPs had been developed and implemented.

These achievements had a significant impact, since 95 per cent of the SMEs involved experienced improved cooperation in the workplace, 35 per cent implemented a project, 40 per cent improved their workers' living environments, 30 per cent experienced energy savings, 50 per cent increased their productivity, 70 per cent implemented an OHS action plan, 86 per cent of the employees of beneficiary SMEs reported improved working conditions, and 85 per cent of the SMEs were authorized to resume their activities during the lockdown thanks to the implementation of the BCP OHS module.

At the institutional level, 11 national partners, including the eight Industry Technical Centres, the Industry and Innovation Promotion Agency, the Occupational Health and Safety Institute and the Small and Medium-sized Enterprises Financing Bank, integrated the BCP OHS module into their offers to SMEs. Fifty-one executives working for these partners were trained and certified to train and support SMEs in implementing the business continuity plan.

The support extended through SCORE to these 124 SMEs in Tunisia made it possible, firstly, to improve working conditions and safety within SMEs and, secondly, to increase business productivity. In addition, they developed greater resilience to crises and became more aligned with best international standards.

Testimonies

According to Mr Tarek Ben Haj Ali, CEO of the SME beneficiary Workman:



The new corporate culture focused on overall and continued improvement, the positive results observed in terms of cooperation between managers and workers and the new certifications obtained would have been impossible without the contribution of the Workman team and the technical support of SCORE's experts.

According to Mr Mekki Belaid, CEO of SOMEF Tunisia, a company supported by SCORE: "New work dynamics have been established following the implementation of the SCORE programme." And according to SOMEF's Human Resources Manager:



The SCORE programme has created a new synergy within the team and has reinforced the desire to succeed and move forward.

According to Mr Khaled Khelifi, Chief Financial Officer of INTERSTRAP, an SME supported by the programme:



Such initiatives will make employees feel valued and enhance their sense of belonging within the company.

▶ A small and medium-sized Tunisian company specialized in sewing





▶ SCORE Tunisia, working with the Tunisian Institute for Safety and Health at Work (ISST)

11

▶ **Location** United Republic of Tanzania▶ **Duration** 2021-2022▶ **Budget** USD 1.1 million▶ **Donors** Norwegian Agency for Development Cooperation (NORAD)

P&B Outcome 5 – Skills and lifelong learning to facilitate access to and transitions in the labour market

SDG Target 8.6 – By 2020, substantially reduce the proportion of youth not in employment

▶ United Republic of Tanzania: Experience the best teacher

How the Recognition of Prior Learning Programme is empowering thousands of Tanzania's informal apprentices to get high-paying jobs in the formal sector.

Across Tanzania, [informal apprenticeships](#) provide on-the-job training, especially for young people in marginalized communities. However, these apprenticeships do not lead to formal certification, leaving those who undertake them without any proof of the competency of the skills they have acquired. This adversely affects their chances of getting into formal employment.

Mary Timothy, 26, is one example. She is a visually impaired mother of two daughters. Having informally acquired cookery skills, but without certification, Mary could not get a formal job as a cook.

Many others share Mary's plight of encountering obstacles to decent employment. In response, the ILO has since 2014 worked with the Government of Tanzania and workers' and employers' organizations to spearhead a [Recognition of Prior Learning \(RPL\) programme](#) as a mechanism for national skills development and social inclusion.

Prior learning defined.

RPL is a process of identifying, documenting, assessing and clarifying informal learning against formal education and training standards. The programme provides an opportunity for skilled workers in the informal economy, like Mary, to acquire certification and qualifications that match their knowledge and skills, without having to go through formal education or training.

Mary was enrolled in the programme as one of the over 30,000 workers who had passed their assessment and obtained a nationally recognized certification from the [Vocational Education and Training Authority \(VETA\)](#). In 2020, Mary underwent a practical on-the-job assessment process, in which the assessor shadowed her at work and evaluated her skills using a standardized rating system, developed with assistance from the ILO.

"I have two daughters and I have this disability," she says with some emotion.



This was a once-in-a-lifetime opportunity to get the qualification that would help boost my chances of being formally employed and living a better life with my family.

The training programme also includes many important skills such as business management and bookkeeping. Graduates can get jobs, or start their own businesses, including tendering for Government contracts, which they could not do without the appropriate certification.

Mary received her certification in 2020, which enabled her to get a formal job in a restaurant. The confidence she gained has made her more ambitious.



I want to work in a big kitchen in an international hotel, she remarks.



▶ Mary Timothy (R) passed her test for practical skills training in food production during her RPL assessment

By upgrading the informal apprenticeship system, the Recognition of Prior Learning Programme is a novel way of bridging the gap between the informal and the formal economy.

Scaling up to Zanzibar

The success of the programme in mainland Tanzania led to a pilot in Zanzibar in 2019. In 2021, Zanzibar's Vocational Training Authority celebrated the graduation of the first 120 RPL graduates.

The Government of Tanzania has set a target of processing 10,000 RPL applicants every year. With support from the ILO, the Government developed the first RPL Guidelines, which will scale up and extend RPL to new occupations and sectors.



We thank the ILO for the technical and financial support in developing the programme and the guidelines, as a result of which over 30,000 workers have been trained and have received their certificates. Today, many informally trained workers in Zanzibar can use their certificates to get better work and employment opportunities”, says Bakari Silima, the Executive Director of the Zanzibar Vocational Training Authority.

One beneficiary was Hussein Juma Hassan, who acquired certification in welding. Previously, Hassan had amassed 25 years of non-institutional training. The certification opened a world of opportunities for him: *“I was granted a 20 per cent salary increase less than three months after receiving my certificate in welding. I have a lot of responsibilities at work, and I am the unofficial leader of my department,”* he says excitedly. Hussein is also a small business owner in his local town and plans to use the knowledge he has acquired to expand his business, in addition to training young people from his community in welding.

The ILO continues to support the Tanzanian Government's efforts to improve employability, lifelong learning and the social inclusion of workers with no formal qualifications by strengthening the country's RPL system, including targeting occupations that will attract more woman candidates.

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▶ Location Zambia

▶ Duration 2020-2022

▶ Budget USD 24,500.85

▶ Donors UBRAF-ILOAIDS HQ

P&B Outcome 6 – Gender equality and equal opportunities and treatment for all in the world of work

SDG Target 10.3- Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard

▶ Zambia: Empowering people living with HIV in Zambia

An ILO-supported programme has enabled people living with HIV to manufacture and sell high-grade hand sanitizer to cushion them against the devastating impact of the COVID-19 pandemic.

In Zambia, as in many other countries, the COVID-19 pandemic adversely affected the livelihoods and wellbeing of people living with HIV/AIDS (PLHIV). The measures put in place to control the spread of the virus, such as restrictions on gatherings and the closure of borders (Zambia is a landlocked country dependent on neighbouring countries to import and export her goods), affected the movement of essential goods and disrupted people's livelihoods.

The high commodity prices made it difficult for most PLHIV to afford food and other essential commodities. Although PLHIV receive free antiretroviral drugs in Zambia, many of the patients struggle to cover their out-of-pocket health care expenses. In a country where PLHIV suffer intersecting levels of stigma, discrimination and marginalization, the pandemic threatened to completely derail the gains made over the years in addressing the socio-economic challenges that PLHIV face.

It was against this background that the [ILO Programme on HIV/AIDS and the World of Work \(ILO/AIDS\)](#) partnered with the Network of Zambian People Living with HIV (NZP+) to step up efforts to mitigate the devastating impact of the pandemic on PLHIV in Zambia. The ILO is a co-sponsor of the Joint UN Programme on AIDS (UNAIDS), as well as the lead UN agency for HIV and AIDS policies and programmes in the world of work, and private-sector mobilization.

With funding from the Unified Budget Results Accountability Framework of the International Labour Organization's AIDS Programme, the project aimed to promote the economic resilience of PLHIV by providing sustainable project financing. In particular, the Programme aims to protect human rights at work by promoting the development of national tripartite policies and programmes, and national legal frameworks covering HIV and AIDS, that integrate the key principles of the ILO Recommendation on HIV and AIDS and the World of Work, 2010 (No. 200). It also aims to enhance social protection coverage, promoting employment opportunities for key populations at risk of HIV infection and those living with or affected by HIV or AIDS. An interactive process to devise viable income-generating initiatives for PLHIV identified the production of hand sanitizers as a good way of boosting their economic fortunes. This would also contribute to protecting workers from the spread of COVID-19. The funding enabled NZP+ to set up a hand sanitizer factory, purchase equipment, reagents and packaging materials, and undertake entrepreneurship capacity building for the beneficiaries.

Making a world-class hand sanitizer

In 2020, the ILO collaborated with the [World Health Organization's Zambia Country Office](#) to provide guidelines for the local production of hand sanitizers. At the same time, the ILO constituent partner, the Zambia Federation of Employers, created market linkages for the sale of sanitizers through its network of members. NZP+ worked with the National AIDS Council to devise ways of ensuring the appropriate production of the sanitizers, as well as disbursing funds, including business profits, to the targeted PLHIV households. A portion of the funds was retained and reinvested to ensure the sustainability of the business.

In 2021, NZP+ obtained a tax waiver from the Zambia Revenue Authority on the purchase of ethanol, an important reagent in the production of alcohol-based hand sanitizers. The sanitizers were compliant with the requirements of the Zambia Bureau of Standards and the Zambia Medicines Regulatory Authority.



► Representatives of NZP+ receive a cheque for the sale of sanitizers, which boosted their incomes during the COVID-19 pandemic

In December 2021, a total of 1,300 beneficiaries from 231 PLHIV households received financial support from the proceeds of the sale of sanitizers. Of these, 170 were female-headed households and 61 were male-headed. Beneficiaries are supported by their support groups. Each group received ZMW 7,900 (about USD 458). More women's groups were supported due to the intersecting vulnerabilities they experience in accordance with the requirement of ensuring that at least 60 per cent of beneficiaries were from female-headed households.

Support groups have subsequently used the funds to start micro-businesses such as tailoring, peanut butter making, hair salons and grocery stalls. The ILO continues to support the sustainability of these initiatives by providing training and capacity building. The capacity of 50 individuals was enhanced using the ILO GET Ahead Training Module. Of these, 15 were male and 35 female. Two of the male beneficiaries were people living with HIV and disability.

Testimonies

The Twafwilishanye Support Group is one of the NZP+ member groups that received financial support from the profits generated by the sale of hand sanitizers. Founded in 2006, Twafwilishanye has 20 members (15 women and five men).

Before receiving financial support and the GET Ahead training, the Twafwilishanye Support Group sold second-hand clothes. According to Regina Katungu, Secretary of the Twafwilishanye Support Group:



We were, on average, making ZMW 150 (about USD 8) per day or roughly ZMW 3500 (about USD 192) per month from the business. The income from the business was small, which made it difficult for us to support our families, especially in the wake of COVID-19. The financial support came at the right time, when we needed more capital to diversify our revenue streams. We received ZMW 7,900 (USD 458) and started a salon business because we knew there was a demand for such services in our community. We used the money to rent a room and bought a hair dryer, a blower and some braiding wigs for re-sale. I am pleased to inform you that the business is, on average, making ZMW 700 (about USD 38) a day or around ZMW 18,000 (about USD 900) a month. We have intensified efforts to link community members to HIV/AIDS services. We are grateful for the support. Our salon business is a centre of attraction in our community; we are no longer despised, and we are aiming higher.



▶ GET training participants with their certificates pose for a group photo

The background consists of several geometric shapes. A large white triangle points to the right, occupying the upper-left and central portions of the frame. The remaining areas are filled with solid colors: a dark blue area in the top-right and bottom-right, and a red area in the bottom-left. The text 'Protecting people' is centered within the white triangle.

Protecting people

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▶ **Location** Burkina Faso **Geographical area** Boucle du Mouhoun region

▶ **Duration** 2019-2021

▶ **Budget** USD 288,983

▶ **Donors** European Union

P&B Outcome 7 – Adequate and effective protection for all in the workplace
SDG Target: 8.7. Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking, and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms

▶ **Burkina Faso: Success in combating child labour and reducing school drop-out rates**

Child labour, especially on cotton farms, is prevalent in the Boucle du Mouhoun region. However, roughly a thousand children have been removed from the fields and enrolled in a schooling programme run by the CLEAR Cotton Project, which is jointly funded by the European Union.

The Boucle du Mouhoun region, which lies in the north-west of the country and shares a border with Mali, is often considered the country's "bread basket", given the volume of agricultural activity taking place there. The region, which is predominantly rural, is one of the main cotton-producing regions of Burkina Faso. Farms are mainly family-owned and small-scale, with very little mechanization and frequent recourse to child labour at various stages of production. According to Nihani Kohoun, a farmer in the village of Poundou, who had to take his son, Laurent, out of school to help with field work:



Since I had no other support, I had to take my child out of school to help me in the fields."

Like Laurent, many children are still working, especially in the cotton fields. In 2017, a baseline survey on child labour across cotton-producing areas, conducted by the Higher Institute of Population Sciences with technical and financial support from the ILO and the International Finance Corporation, revealed that 47 per cent of children aged 5-17 years were involved in child labour in these areas.

[It was against this backdrop that the European Union co-financed the CLEAR Cotton Project with the ILO](#) in 2019 - 2021. The project focused on eliminating child labour and forced labour in the cotton, textile and clothing value chain using an integrated approach. It was implemented by the ILO in collaboration with the UN Food and Agriculture Organization (FAO) and several country-level partners.

The project was organized to cover three main areas: prevention, protection and recovery/reintegration. The aim was to bolster the national legislative and regulatory framework, while encouraging local governments, public-service providers and other stakeholders to take effective action to halt child and forced labour in cotton-producing districts and communities, as well as in garment/textile factories.

In 2020 and 2021, in partnership with the [Community Development Foundation \(FDC\)](#), a local NGO working in education and promoting socio-economic development, and in close collaboration with the Ministry of Education, cotton farmers' cooperatives and other stakeholders, the CLEAR Cotton Project was instrumental in removing 978 children between the ages of nine and 13, including 463 girls, from the cotton fields and enrolling them in school.

This was achieved by adapting an innovative schooling formula: [the Accelerated Schooling Strategy/Passerelle, developed by the Stromme Foundation](#) (SSA/P). This approach enables child victims of child labour, especially in the cotton sector, to benefit from an intensive schooling programme and catch up with their peers.

[School management committees \(CoGes\)](#), formed by the parents of the children enrolled, have been set up to support the project. They closely monitor the performance of the centres and serve as a link with the communities. The project has trained CoGes members to be active in educating communities about ending child labour.

To offset parents' loss of income from child labour, the project, in collaboration with the FAO, supports vulnerable families in developing income-generating activities.

Almost all the children who complete the schooling programme in the accelerated learning centres are directly enrolled in the fourth grade of primary school. Some of these children rank among the top performers. Domboué Nibéissé, a 14-year-old boy who left school to work in the fields, is a typical example. After attending an SSA/P centre opened in 2019 with support from the CLEAR Cotton Project, the young boy was admitted directly to Grade 5 of the school system, where he ranks among the top students in his class.

The SSA/P programme has made it possible to remove children from the work they are doing, especially in the cotton fields, and give them a second chance by reintegrating them into the formal education system. As a result, they are less exposed to the perils of child labour and, from what they say, happier and more self-confident.

Guiguemde Issa, 12, and Djiguemde Oumarou, 11, brothers who were forced to abandon their home village after attacks by armed groups, have joined a CLEAR COTTON Project SSA/P centre in Gambo. According to Issa, the elder of the two:



We are very happy we have started going to school again and we promise to work hard in order to succeed one day and help our aunt who agreed to take us in when we fled the village.

The Guiguemde brothers have been transferred to a public elementary school in the town of Dédougou. They are now continuing their education and are very happy.

Sama Zorata was 13 years old when she entered the SSA/P centre in Tiokuy, a small village in the commune of Ouarkoye. After a year of intensive schooling in the centre, Zorata was transferred to the Tiokuy Public Primary School, in the second grade, where she was the best student and was awarded the best student of the SSA/P centres in the commune's Days of Excellence. Zorata is very happy with her new life. *"I am happy I am able to go to school again like other children my age. I want to become a doctor when I am older"*, she said. Sama Zorata is a successful example of the SSA/P project's approach to combating child labour.

Sidibe Mariam also returned to school at the tender age of 13, thanks to the SSA/P programme, in the village of Poundou, some 30 km from Ouarkoye. With the help of SSA/P, she was transferred to the Poundou public elementary school. According to Sidibe:



I am happy to be in school again and not working in the cotton fields anymore, because it was very tiring. I like the fact that I am learning to read and count. My teachers explain the lessons to me clearly and help me when I don't understand them well.



▶ Nihani KOHOUN, a beneficiary of the CLEAR Cotton Project, in his cotton field Burkina Faso, 2021 © ILO / Arts Solidaires



▶ Children in an SSA/P classroom, supported by the CLEAR Cotton Project, Burkina Faso, 2021 © ILO / FDC



▶ Session to raise community awareness of the evils of child labour, conducted by CoGes members trained by the CLEAR Cotton Project, Burkina Faso, 2021 © ILO / FDC



▶ The Djiguemde brothers have returned to school thanks to the SSA/P supported by the CLEAR Cotton/Burkina Faso Project.



▶ Sama Zorata (yellow shirt and white headscarf), a beneficiary of the SSA/P supported by the CLEAR Cotton/Burkina Faso Project, attending lessons in her classroom.



▶ Sidibe Mariam, a beneficiary of SSA/P supported by the CLEAR Cotton/Burkina Faso Project, demonstrating what she has learned in calculus in her classroom.

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► **Location** Cameroun **Geographical area** Yaoundé and Douala

► **Duration** 2021-2022

► **Budget** UN MPTFII (Multi-Partner Trust Fund II)

► **Donors** Norwegian Agency for Development Cooperation (NORAD)

P&B Outcome 3 – Economic, social, and environmental transitions to full, productive, and freely chosen employment and decent work for all

SDG Target : 8.5- By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

► **Cameroon: Empowering women through the green economy**

The training of Cameroonian women under the auspices of the ILO facilitates their economic recovery from the adverse effects of the COVID-19 pandemic.

Women have been severely affected by the COVID-19 health crisis both in terms of employment and overall access to the labour market. To mitigate the negative consequences endured by women, the ILO initiated a training programme dedicated to them. [In partnership with Cameroun's Ministry of Employment and Vocational Training \(MINEFOP\), the ILO trained groups of women in Douala IV and Yaoundé II](#) in the areas of green economy, green employment and entrepreneurship, technical and professional skills development, and health and safety at work. As a result, a group of active female micro-entrepreneurs were trained on approaches to and tools for green economy job and business creation.

In Cameroon, more than 90 per cent of women work in the informal economy. The combined unemployment and underemployment rate for women is higher than for men. The effects of the health crisis have been most acutely felt in the informal sector, with a decrease in production, sales and turnover for women running small-scale production units subject to greater economic risks. In accordance with its Emergence 2035 vision, Cameroon is also aiming to promote its ecosystem in a sustainable manner as part of a Green Jobs Programme (PPEVC) grounded in the principles of sustainable production and consumption. As part of the ILO's contribution to the national socio-economic response, a project entitled "[Empowerment of Women in the Green Economy in Yaoundé and Douala, Cameroon](#)" was therefore implemented.

Twenty women's projects were awarded small grants ranging from USD 1,000 to USD 3,000. Finally, 50 women were trained in project management, financial literacy and entrepreneurship tools, and 20 women were trained as micro-entrepreneurs. As a result of this financial support and training, at least 38 decent jobs were created in the green economy for young people and women in the communes of Yaoundé II and Douala IV.

The process of selecting, training, monitoring and coaching the women was facilitated by the ILO's technical expertise.

The best business plans for green entrepreneurship were selected through a competitive process. The top 20 plans were awarded small grants ranging from USD 1,000 to USD 3,000. Impressive results were achieved by March 2022, when the project ended.

The 20 entrepreneurs trained and subsidized as part of the pilot project initiated by the ILO in partnership with the MINEFOP and the Yaoundé and Douala city councils have all started their own projects. These comprise the collection, recycling, and recovery of plastic waste, household waste and computer equipment scrap; organic fish farming; processing fruit into natural juice; flower production,

flower sales and the maintenance of public spaces; mushroom production; and the breeding of small ruminants and snails.

According to Ms. Joje Marie:



COVID-19 has turned me into a socially disabled person, in addition to my physical disability. I am grateful to the ILO for freeing me from my social handicap. As for my second disability, I will leave it to our creator."

This recipient of a USD 2,000 grant works in organic fish farming. Prior to receiving the grant, she would fill her tanks with water fetched from the well and carried in buckets. The site was unclean and unappealing to customers. Now she is able to fill her tanks using electric pumps. Previously, she produced barely 1,000 fish; now she is producing 2,500 fish and plans to increase production to 3,000 before the end of 2022.

She used to produce only catfish. Now, having gained in confidence and income, she has switched to another fish species: tilapia. She employs a fisheries technician and also benefits from the voluntary work of an association of people with disabilities, of which she is a member, and from the support of a fisheries engineer available when needed.



▶ Pictures illustrating the journey of Ms. Joje Marie with the support of the project, Training-increase in fish production.

Another woman, Ms. Djamoujeauberte, received a grant of CFA F 1,000,000 to support her business of collecting, recycling and processing plastic waste into furniture. She has a large quantity of plastic bottles in stock and has already produced four sets of lounge furniture, and built a canopy, a computer desk and a filing cabinet. In just three months, she has paid CFA F 600,000 to a dozen internally displaced persons from the north-west and south-west, who supply her with bottles and package and process them (cleaning, stacking, gluing and weaving). She has launched businesses that produce drinks in plastic bottles. She has grown tremendously self-confident and does not hesitate to introduce herself everywhere as an "entrepreneur" or "businesswoman". The Yaoundé II City Council is proud to have this innovator residing in its territory and is committed to promoting her work at every opportunity.

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▶ **Location** Malawi▶ **Duration** 2016-2022▶ **Budget** USD 10 million▶ **Donors** Irish Aid, and German Technical Cooperation (GIZ)

P&B Outcome 8 – Comprehensive and sustainable social protection for all
SDG Target 1.3 – Implement nationally appropriate social protection systems and measures for all

▶ **Malawi: Ensuring social protection for all Malawians**

TRANSFORM is an innovative training programme the aim of which is to build the capacity of leaders from the grass roots to the national level for the effective and efficient management of national social protection systems in Malawi.

Social protection coverage in Malawi is poor⁸ despite the increased need for social protection services. The proportion of the population living below the [national poverty line in Malawi](#) was 50.7 per cent in 2020, according to the World Bank. The available social protection frameworks mostly take the form of social assistance programmes. Contributory social protection schemes in Malawi have limited coverage.

The [Malawi National Social Support Policy \(MNSSP II\)](#) outlines steps to improve the institutional coordination and implementation capacity of social protection services by investing in technology, human resources and operational capacity at all levels. The Transform Leadership and Transformation Learning Initiative on Building and Managing Social Protection Floors in Africa (TRANSFORM) was therefore implemented to support the Malawian National Social Support Programme in its efforts to increase the Government's technical and operational capacity to implement effective and comprehensive social protection programmes.

A multi-stakeholder approach.

[TRANSFORM](#) was developed in 2015 by Africa-based foreign and African experts as a result of inter-agency cooperation between the ILO, UNICEF, the UNDP, the Friedrich Hebert Stiftung (FES) and the Southern African Social Protection Experts Network (SASPEN), with financial support from the European Union, the Government of Finland and Irish Aid. It is guided by an advisory group of like-minded partner agencies committed to strengthening the social protection system in Africa. These include the World Food Programme (WFP), the UN Food and Agriculture Organization (FAO), UN Women and the Maastricht School of Governance.

TRANSFORM aims to strengthen individual and institutional capacity for the management of national social protection systems across the continent. The training involves cutting-edge technical content and follows a pedagogical approach focusing on leadership and transformation. The emphasis is on taking ownership in building national social protection systems by introducing learning and reflective practices tailored to local contexts.

⁸ 21.3 per cent of the population are covered by at least one social protection benefit. Source: <https://www.social-protection.org/gimi/ShowCountryProfile.action?iso=MW#:~:text=Contributory%20social%20protection%20schemes%20are,percentage%20of%20GDP%20is%204.6%25>.

In Malawi, the training began with Government officials, which resulted in clarification of the roles of different Government agencies in providing social protection services. In collaboration with UNICEF and the World Food Programme (WFP), the ILO supported the application of in-depth TRANSFORM training modules, including shock-responsive social protection; selection and identification; monitoring and evaluation; financing; and financial management for senior policymakers and managers of social protection programmes. Understanding the elements of a comprehensive social protection system enhanced the knowledge, skills, and capacity of the Government to operationalize the national social support policy.

At the sub-national level, the ILO and the German Technical Cooperation agency (GIZ) provided financial support to facilitate sensitization meetings targeting members of district social support committees. The sensitization meetings resulted in a better understanding of district capacity needs before the roll-out of the training and the post-training follow-up visits to monitor the application and impact of the knowledge acquired from the training.



► An illustration of social protection programmes in Malawi

Excellent results

The TRANSFORM initiative has trained over 600 officials from 23 of Malawi's 28 district councils. The participants made various [commitments](#) and promises to initiate [strategic shifts](#) in promoting social protection in their sphere of influence. The Government plans to roll out the training in the remaining five districts and has asked for ILO support to institutionalize the TRANSFORM curriculum in Government institutions so that all social welfare and community development officers undergo the training.

Testimonies from participants



I liked the way the training triggered our minds to think critically and link various components of the social protection system. For example, I know how we should network and relate to different partners within the District Council. I learnt that change may not be easy but is possible. The training helped us to develop confidence as change agents, and I will be doing things differently.

▶ Peter Chiumbuso, District Liaison Officer, Balaka District Council



The training was educative. We learnt how different components of social protection are interlinked. Each one of them depends on the others and cannot work independently. This could not have come at a better time as we are currently implementing many social protection programmes. After the training, we shall organize a stakeholder mapping exercise for all our implementing partners in social protection programmes who may have missed out on this training so that we can share our knowledge of how to manage and coordinate our programmes better.

▶ Brighton Chunga, District Community Development Officer, Salima District



The TRANSFORM training curriculum is holistic and builds teamwork, which is very important for the effective implementation of social protection programmes at all levels. This is unique as it addresses one of the key challenges that the sector faces.

▶ Rhodrick Mateauma, District Commissioner, Phalombe District Council

16



▶ **Location** Mali **Geographical area** Sikasso

▶ **Duration** 2018 – 2024

▶ **Budget** USD 28,856,821

▶ **Donors** Netherlands

P&B Outcome 1 – Increased institutional capacity of worker organizations.

P&B Outcome 4 – Increased capacity of businesses to embrace new business models, technologies and techniques to enhance productivity and sustainability

SDG Target: 8.6- By 2020, substantially reduce the proportion of young people not in employment, education or training.

SDG Target: 8.3- Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small and medium-sized enterprises, including through access to financial services

▶ **Mali: Mainstreaming working children into the formal education system**

The ILO has supported the Government of Mali's Accelerated Schooling Strategy, resulting in more than 1,000 out-of-school working children being mainstreamed into the education system.

A considerable portion of the child population of Mali is outside the education system and engaged in child labour. Mali's Central Government has launched an [Accelerated Schooling Strategy/Passerelle \(SSA/P\)](#) that makes it possible for children (boys and girls) aged 8 to 12 who are not in school or have dropped out to be transferred to the formal education system after nine months of schooling. To support the Government's efforts, the ILO, through its [ACCEL AFRICA](#) project, has opened 40 centres, leading to the enrolment of 1,137 children, 458 of them girls, working in the cotton-producing areas. These children's education is now proceeding smoothly.

The Accelerated Schooling Strategy/Passerelle (SSA/P) gives the many children who are out of school and involved in hazardous activities a second chance to attend school. It offers an educational alternative to out-of-school children, who are sometimes exposed to or are victims of child labour. It reduces the migration of rural youth to the cities, thereby keeping young adolescents (girls and boys) in the countryside by providing them with local learning opportunities. It also relieves vulnerable households from the burden of school fees, since the parents do not have to pay for their children's education.

As part of the strategy, an information and awareness-raising guide was developed for the identification of children who would benefit from the SSA/P. Two modules covering children's right to education and efforts to combat child labour in general were used to train the supervisory teams of the NGOs implementing the SSA/P programme. In addition, 40 centre management committees were established. These committees include community members (community leaders and representatives of women's and youth organizations).

Abdou, a former child worker, describes his experience:



I have seventeen brothers and sisters in total. We make our living mainly from farming. My father has a large field. We grow cotton, corn and tubers. I started working there when I was seven. In my village, only one child in my age group attended school, while the rest of the children went to work in the fields. I also wanted to go to school, but I had no choice and no say about it; so I went to work. When I was 11, my father agreed to let me go to school following the deployment of the ACCEL project. I spent nine months in bridging schools before joining the primary school with other pupils. There are many children who have never been to school or have dropped out of school because of their work in the fields. Parents would rather have children work in the cotton fields than send them to school.

17



► **Location** Nigeria

► **Duration** 2018-2022

► **Budget** USD 27,389,278

► **Donors** Dutch Government

P&B Outcome 8 – Comprehensive and sustainable social protection for all SDG Target 1.3-. Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable

► **Nigeria: Letting kids be kids again**

The Accelerating Action for the Elimination of Child Labour in Supply Chains in Africa (ACCEL Africa) Project is pulling thousands of Nigeria's children out of exploitation in gold-mining and cocoa-growing and back to the classroom where they belong.

Nigeria's artisanal gold-mining and cocoa-growing areas are notoriously characterized by a high [prevalence of child labour](#). This abuse, which is particularly rife in Niger and Ondo States, was made even worse by the COVID-19 pandemic and the resultant closure of schools, exposing many more children to the risk of being recruited into the various supply chains of artisanal gold-mining and cocoa-growing.

Something urgent had to be done to return the children to the classroom and to keep them in school. The ILO and its partners have been implementing interventions to eradicate child labour since 2020.



► The ILO's interventions combat child labour by supporting children's rights to a decent education

The [ACCEL Africa Project in Nigeria](#) was launched to strengthen the policies and the institutional and legal frameworks put in place to combat child labour, and to support innovative solutions for tackling poverty, the main cause of the problem. The project has seen the participation of multiple stakeholders – Government representatives and policymakers, employers, civil society organizations, [the media](#) and community leaders – in community child labour monitoring committees (CCLMCs), which has brought about behavioural change in the focal communities.

In March 2021, the project supported a study analysing the situation in the cocoa and artisanal gold-mining sectors and validated the resulting report. To create an enabling environment for the elimination of child labour, the ACCEL Africa Project facilitated the development and validation of a national policy and national action plan (NAP) for the elimination of child labour and forced labour in Nigeria. Six States (Oyo, Ogun, Osun, Ondo, Niger and Lagos) were helped to adapt the NAP to their local contexts.

Capacity-building

In 2021, over 600 national and State-level stakeholders were trained to enable implementation of the NAP in the cocoa and artisanal gold-mining sectors. Training workshops were also held for agricultural extension officers, mine inspectors, labour officers, private sector representatives, journalists, staff of the National Orientation Agencies and members of the National Steering Committee on the elimination of child labour.

Furthermore, working with the Federal Ministry of Labour and Employment and the Child and the Youth Protection Foundation, in 2021 the ILO supported the compilation and simplification of existing national laws and policies on child labour.

Child participation in the elimination of child labour was a major focus of the project. The inaugural National Children’s Conference on the Elimination of Child Labour was held in June 2021. Over 9,000 participants attended the meeting both in person and online. There was increased participation on the part of community members who had taken ownership of the project, making voluntary contributions of material resources and services – vivid evidence of behavioural change inspired by the project.

In Oke Agunla, a focal community in Ondo State, advocacy efforts have led to community fundraising for the rehabilitation of the only Government primary school in the area. In Fagbo-Oja, the community was inspired to join the Community Child Labour Monitoring Committee and contribute material and human resources for the rehabilitation of a dilapidated primary school. Meanwhile, the Committee influenced the local government’s decision to re-open a hitherto abandoned skills training centre.



▶ Fagbo community members pose for a photo at the newly refurbished Fagbo training centre

A new lease of life

For Sikanade Deborah, an 18-year-old out-of-school resident of Fagbo, the reopening of the skills training centre brought a new lease of life:



I am grateful to those who reopened this centre for us. I am here to learn tailoring and I am hopeful that, with the knowledge and skills I acquire, I will be able to open up my own tailoring shop and my future will be brighter.

Funded by the Dutch Government, the ACCEL Africa Project has further provided psycho-social support for traumatized children in the focal communities. This is in addition to the provision of back-to-school kits for 1,400 children exposed to or at risk of child labour. They have been re-enrolled in school, which has inspired a behavioural change where child labour is concerned. In Bankemo, a cocoa-producing community in Ondo East Local Government Area, community members contribute money to support schools for vulnerable members of the community not covered by the project.

According to Olutayo Wunmi, the Community Engagement Officer for Fagbo in Ondo State:



The difference is clear. The incidence of child labour has decreased considerably in our community. This project has helped a lot, although as there is more work to be done.

18



► **Location** Niger **Geographical area** N22 villages of slave descendants in Tahoua and Agadez Regions

► **Duration** 30 September 2015 - 31 March 2023

► **Budget** USD 406,396

► **Donors** USDOL (United States Department of Labor)

P&B Outcome 6 – Gender equality and equal opportunity and treatment for all in the workplace

SDG Target:10.3- Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard

► Niger: Empowering victims of slavery with a viable alternative

Economic empowerment being an effective remedy against human slavery, hundreds of Nigerien women have been trained to start income-generating activities.

[Slavery is a long-standing practice in Niger, eventually criminalized in 2003. In 2010, the country also passed a law to prevent and counter human trafficking](#), and the country has made other efforts to combat slavery. Nevertheless, the practice continues to exist in several communities in Niger. It is rooted in the caste system, ancestral master-slave relationships, and the practice of *wahaya* (or fifth wife), which consists in forcing young slave girls to marry wealthy individuals or customary or religious leaders in exchange for the payment of a certain amount to the slave's owner. This practice is deeply rooted in Nigerien society, affecting men, women and children alike. A typical characteristic of the victims is their extreme poverty due to their limited access to production assets (farmland and livestock), lack of skills, and lack of employment opportunities. Given the lack of viable alternatives to their relationship of dependence on their masters, they are usually resigned to their fate.

In some ethnic communities, slaves live under the same roof as their masters and are permanently at their disposal. They are considered the property of their masters and are assigned arduous tasks that their masters would sooner avoid (housework, farming and herding animals). They are sexually abused, raped and forced into marriages. Their children are generally excluded from the school system. Most of them do not attend school. The few who do attend are prematurely removed by their masters, who force them to work for themselves or others. Slaves' children are discriminated against with respect to civil status, and often have no birth certificate. This makes it more difficult for them to be enrolled in school and access other opportunities throughout their lives. In other communities, slaves live in specific areas or villages dedicated to slave descendants, located on lands that belong to the masters, which they farm in exchange for a percentage of the production. Slave ancestry is also associated with the exercise of certain trades (weavers, blacksmiths, craftsmen, etc.) considered vile and degrading by the masters.

Slaves and people of slave ancestry are systematically stigmatized with regard to important life events (marriages, elections) and discriminated against when it comes to access to various rights (access to land, civil status, schooling) and choosing where to build certain socio-economic facilities (water points, schools, health centres).

Under these conditions, providing sustainable livelihoods for people of slave descent and promoting their empowerment is one of the best approaches to addressing the root causes of perpetuated slavery, freeing the victims and ending the practice.

The Project's objectives, focus, strategy and results

The objective of the project was to enhance the livelihoods of slavery victims, including *wahaya*, with a view to their economic empowerment. It targeted 400 women of slave descent, including freed *wahaya* women, in 22 villages located in the Tahoua and Agadez regions of Niger.

As a result, four hundred women victims of slavery were trained in strategies to improve their livelihoods and access information on relevant services. Livelihood support was provided to 400 women. Four hundred women of slave descent were equipped with vocational skills in animal fattening and dairy processing (cheese), animal fattening and feed production, or cosmetics manufacturing. Four hundred women were equipped with entrepreneurial and life skills. Four hundred women were trained in functional literacy, which is essential for accounting and budgeting. Eight hundred and forty-eight (848) children (504 boys and 344 girls) from eight villages of slave descent were issued with birth certificates, enabling 201 children to be enrolled in school by October 2021.

The project's strategy is based on partnership with relevant national stakeholders, with a view to building their capacity to provide sustainable support to victims of slavery in the target areas.

Responsibility for the operational implementation of the project was therefore entrusted to one of the main associations combating slavery in Niger (Timidria), which in turn relied on other relevant stakeholders. These included the Vocational Training and Learning Support Fund (FAFPA), which conducted an analysis of economic opportunities in the target areas, as well as identifying the needs of victims, as a baseline for defining what support should be extended to the 400 target women. At the same time, existing trade training centres (CFM) in the target areas provided vocational training, while the Germe trainers' network, previously trained and equipped by the ILO, delivered training of trainers' courses in entrepreneurship, financial management and life skills.

In addition, 100 women of slave descent were trained in animal husbandry and dairy processing (cheese-making); 275 women were trained in animal husbandry and feed-processing (lick-stone making); other women were trained in making cosmetics; 400 women were provided with equipment or materials to start income-generating activities corresponding to the vocational training they had received.

To build self-confidence and foster solidarity among the beneficiaries, the project has set up a women's group in each of the 22 villages in which its members were trained. Paralegals have been recruited and trained to raise awareness of their rights (civil rights, schooling, forced marriage of girls, right to civil status) and the remedies and mechanisms for enforcing these rights. This training has been reinforced in partnership with the [Vocational Training and Learning Support Fund](#) and the Permanent Training Centres.

According to one of the beneficiaries, Ms Ghaichatou Abdou, a resident of Tambey-Kournoni:



In the past, when I milked my goats, the milk fermented quickly and I found it difficult to sell it because, once it became too sour, people were reluctant to buy it. Now, with the training I received, I can process the surplus milk into cheese and wait for market day to sell it...



▶ Ms Ghaichatou Abdou and her animals



▶ Members of the Tchintabaraden "INADER" women's group, following a cosmetics manufacturing training course

19



► **Location** Senegal **Geographical area** Bargny

► **Duration** 2020-2021

► **Budget** USD 40,000

► **Donors** SIDA (Swedish government)

P&B Outcome 3 – Economic, social, and environmental transitions to full, productive, and freely chosen employment and decent work for all
SDG Target: 8.5- By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

► Senegal: Increasing mothers' productivity in the workplace

A number of day care centres and an awareness-raising campaign for a more balanced sharing of family responsibilities are beginning to improve women's circumstances.

In Senegal, COVID-19 has adversely impacted progress with the gender-equality and non-discrimination agenda. During the pandemic, the lack of childcare facilities increased work/life tensions for mothers, disproportionately lengthening women's working hours and reducing their income: they worked for long hours but earned less because they had to take care of their children. It was against this backdrop that many crèches were established in Senegal with funding from the Swedish Government (SIDA) and support from the ILO, which has improved the situation for mothers.

The strategy for the proposed intervention, undertaken in the context of social dialogue, combines both knowledge and skills acquisition, and the provision of childcare services. It is based on the collection of information on women workers' ability to reconcile their work and family life. A pilot community childcare facility has been set up and serves as a model for constituents, partners and civil society.

In May 2020, for example, with support from the ILO, the Young Workers' Union of Bargny (AMJOB), a member of the Confederation of Independent Trade Unions (CSA) of Senegal, created a community day-care centre. Known as Daruulkhsane or "House of Perfection", it is located in Bargny, 30 kilometres from Dakar, and serves women workers operating in the informal economy. During the day, it hosts 68 children aged three to five, 20 of whom are boys. After school, the centre caters to 92 girls aged six to 12, providing extra schooling and recreational activities.

The majority of the mothers dropping off their children at the day-care centre are street or market vendors. The centre provides them with a protective, secure and socializing environment for their children and allows them to pursue their economic activities with complete peace of mind. As a result, their productivity and incomes have increased. During the community day-care centre's self-assessment meeting, the mothers interviewed estimated that their income had increased by 15 to 25 per cent. They all emphasized that the most important thing, which cannot be budgeted for, is the peace of mind they enjoy during their working day.

A study entitled "Sharing of responsibilities between men and women in the informal economy", backed up by videos in Wolof and French, was used to support [an awareness-raising campaign for a more balanced sharing of family responsibilities in Senegal](#). From September 2020 to September 2021, trade unions and employers' organizations, as well as associations of informal economy workers, held talks and debates throughout the country to raise awareness of the need for a more balanced sharing of family responsibilities.



▶ Children in one of the crèches established in Senegal

According to Modou Diop, a local elected official in Bargny:



The majority of children who attend the day-care centre come from impoverished families in which violence is rife. The caring and respectful environment teaches children to live together and allows them to blossom, preparing them to live in society and enjoy a more serene future education. Every neighbourhood should have a community day-care centre.

According to Mame Diarra, a Facilitator: “



I have observed a noticeable change in the behaviour of the children in my neighbourhood who attend the day-care centre. They have become more polite and more respectful. In addition, my presence as a person with a disability develops empathy among them and gives them a different outlook on disability.

According to N'Déye Diakhaté, President of the Local Social Dialogue Committee at Abass Ndao Hospital: “



Considering the upsurge in violence and insecurity, it is not easy to focus 100 per cent on your work if you have left your child at home. At the same time, the crèche will have a positive impact in improving the quality of patient and caregiver care. Where social dialogue is concerned, the crèche is creating a climate of mutual trust, which will trigger new dynamics. In the end, it is innovative and benefits everyone!

Regarding the project's sustainability and durability, the local authorities and decentralized State services have supported the establishment of a responsibility and competency transfer system. As a result, AMJOB, as the management structure of the day-care centre, has developed a procedure and management manual.

The Mayor's Office and Bargny's Early Childhood Department have raised awareness among elected officials, while local civil society organizations have led advocacy efforts to ensure that the initiative can be replicated in other neighbourhoods within the commune. In addition, the Abass Ndao Hospital Centre in Dakar, acting through its local social dialogue committee and management, has set up an ILO-supported crèche for its staff and patients.

Meanwhile, Cheikh Anta Diop University, represented by its Centre for University Services in Dakar, has requested the ILO's technical support for replicating the experience and opening a day-care centre within the university.

Here is what a woman beneficiary and street vendor had to say during the self-assessment meeting:



I sell fruit at the bus station. Caring for my two small children (three and five years old) is a real headache because I have no one to look after them. I carry the smallest one on my back but find it difficult to keep the older one close to me. As women vendors, we are concerned about our children because accidents are common. It takes only a moment of inadvertence for a child to be hit by a cart or car. Sometimes a child is in danger of being physically abused or abducted. The police and family will always blame us for not taking good care of them! The day-care centre is a safe, secure and socially supportive environment for our children. It allows me to work with serenity and without wondering where my children are. Now I can walk around to canvass customers and sell more of my fruit.

The background consists of large, overlapping geometric shapes. A large white triangle points to the right, set against a dark blue background. A red triangle is partially visible on the left side, overlapping the white and blue areas.

Promoting dialogue

20



▶ Location Côte d'Ivoire Geographical area Marcory, Abidjan

▶ Duration 2020-2021

▶ Budget USD 96,000

▶ Donors Regular Budget Supplementary Account

P&B Outcome 1 – Strong tripartite mandates and influential and inclusive social dialogue

SDG Target : 8.3--. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small and medium-sized enterprises, including through access to financial services

▶ Côte d'Ivoire: Supporting the transition of female market workers from informality to formality

With support from the ILO, women working in the informal economy in Côte d'Ivoire are setting up cooperatives to boost their income and protect their employment rights.

Trade unions in Côte d'Ivoire have developed innovative responses to the needs of workers in Abidjan's 17 markets who have been badly affected by COVID-19, supporting women's efforts to formalize their work by setting up cooperatives and joining social security plans.

One of the objectives of this initiative is to build the resilience of female market workers to the adverse effects of COVID-19 and to improve the economic and financial circumstances of cooperative members by allowing them to benefit from its conditions and advantages.

For this purpose, the Modern Cooperative of Marcory Food Market ([COMOVIMAR](#)) was established in 2021 on the initiative of Côte d'Ivoire's trade union organizations. The cooperative provides a way of organizing women workers, taking them out of the informal sector and fostering their economic and social empowerment. It also aims to strengthen its members' resilience to the negative effects of COVID-19 and improve their economic and financial circumstances. Being able to purchase as a group, transport and market food products at Marcory market is one of the benefits of cooperative membership.

[The ILO-supported strategy consisted in assisting trade unions in the establishment of the cooperative.](#) The cooperative shares the unions' values of independence, democracy, solidarity and mutual aid among workers, with the aim of improving their livelihoods by ensuring economic security and access to fundamental rights (freedom of association, [social protection](#), representation and participation in social dialogue, and decent work).

The trade unions involved in this innovative project are the General Workers' Union of Côte d'Ivoire (UGTCI), the Ivoirian Confederation of Free Trade Unions/Dignité (CISL/Dignité), the Federation of Independent Trade Unions of Côte d'Ivoire (FESACI), the National Workers' Union of Côte d'Ivoire (UNATRCI) and Humanisme, acting through their Inter-Trade Union Committee for the Transition to the Formal Economy (CITEF).

To bring COMOVIMAR into existence, the [ILO organized a training course for 11 CITEF trainers using the "ThinkCoop" and "Start Coop" tools](#), and cooperative set-up manuals. Following this course, the trainers undertook to raise awareness among potential cooperative groups of the merits of this form of organization.

Over a period of five months, the CITEF trainers visited 17 markets in the Abidjan District to provide information to women working in these markets and raise their awareness of the importance of signing up for universal health insurance (CMU) and taking collective action to extend their social protection. At the end of the campaign, three thousand workers from the 17 markets had signed up for CMU.

The aims of the campaign were to advance the rights of all workers, including those employed in the informal economy, who have been severely hit by the impacts of COVID-19; to build workers' collective capacity to transform their living and working conditions; and to enable these workers, the majority of whom are voiceless and disenfranchised, to express their needs and demands.

The results achieved so far include a greater awareness of the transformative power of collective action; an improved image of the trade union organizations that initiated the project; improvements in members' economic and financial circumstances as a result of their joint efforts; and the provision of cooperative education and training services (the ThinkCoop and StartCoop tools) to trade union members.

Other impacts has been an innovative response to the needs of female market workers and access to social protection rights; the acquisition of experience-sharing platforms, logistics, machinery and other equipment needed by COMOVIMAR members to perform their activities; the promotion of economic development activities with potential for improving living conditions; and diversification of activities through participation in all types of ventures and operations related to the cooperative's purpose, especially as they relate to import-export activities.

The cooperative model has numerous advantages. Members have been able to collectively benefit from economies of scale. As a legal and formally registered entity, the cooperative gives members the right to sign contracts, own property, borrow money, engage in lawsuits, be represented and assert their rights. Such is the power of collective action. In addition, the training courses have helped workers understand the values and principles, advantages and difficulties of the cooperative model, and to build a bridge with trade unionism.

According to Mariam, a member of the COMOVIMAR cooperative:



I used to have trouble getting supplies. Since we organized ourselves into a cooperative, it has become easier for me to pick up bananas in the field. Four or five of us team up to go and collect supplies on the mainland. This enables us to reduce costs and increase our profits. Thanks to the training provided by the ILO, I understand how important a cooperative is.

According to Marcelline Douai Adopo, Coordinator General of CITEF:



This ILO project has enabled women workers in Marcory market to access social security and has partly solved the issue of a lack of decent work for female market gardeners. It will contribute to formalizing this sector.

Registration with the National Social Security Fund (CNPS)

Pauline Traoré has been selling vegetables at Marcory market for twenty years. Now, for the first time, she has social protection. She will be entitled to a pension when she retires, thanks to the COMOVIMAR cooperative.



► Fofana Mariam, visibly happy behind her banana stall at Marcory market

► A group photo of COMOVIMAR members following establishment of the cooperative's Executive Board

21



► **Location Madagascar** Geographical area Analamanga, Atsinanana and Vakinankaratra

► **Duration** 2020-2021

► **Budget** USD 96,000

► **Donors** OIT and VZF (Vision Zero Fund) with inter-ministerial collaboration from BMZ and BMAS

P&B Outcome 3 – Economic, social, and environmental transitions to full, productive and freely chosen employment and decent work for all

P&B Outcome 5 – Skills and lifelong learning to facilitate access to the labour market and career transitions.

SDG Target: 8.6- By 2020, substantially reduce the proportion of young people not in employment, education or training

► **Madagascar: Trade unions in Madagascar trained in occupational health services**

After identifying weaknesses among the staff of the trade union movement, the ILO/VZF project organized training courses that improved the knowledge and skills of workers' representatives, especially in OHS.

The trade union movement in Madagascar is facing numerous challenges. Staff representatives of the Madagascar Workers' Conference (CTM) lacked the professional capacity to contribute effectively to efforts to promote decent work. This challenge was particularly noticeable in relation to occupational safety and health (OSH). The challenges were compounded by the various waves of the COVID-19 pandemic, with workers and/or their representatives having little or no involvement in prevention initiatives in the workplace. [As a result, the CTM \(Tourism Confederation of Madagascar\) requested support from the ILO to augment the knowledge and capacity of labour organizations in relation to OHS.](#) The training courses effectively enhanced the capacity of workers' representatives.

The courses were financed by the ILO's Vision Zero Fund project (ILO/VZF), with inter-ministerial support from the Federal Ministry of Labour and Social Affairs (BMAS) and the Federal Ministry for Economic Cooperation and Development (BMZ). The National Labour Institute of Madagascar (INTra) was the implementing partner. The training sessions took place in Analamanga, Atsinanana and Vakinankaratra over a period of six 6 months. The project targeted worker representatives belonging to the Madagascar Workers' Conference (CTM), i.e. union delegates, staff delegates, members of occupational safety and health committees, and business committee members.

As a result, 420 worker representatives (226 of them women) from 22 sectors of activity were able to increase their knowledge and skills. An overall evaluation of the programme highlighted several positive impacts: greater understanding of OHS issues and related concepts; enhanced knowledge of national OHS legislation; better understanding of workers' roles in promoting OHS; enhanced capacity for risk assessment; and the development and implementation of prevention plans in the workplace. The workers' representatives who underwent the training now have the tools they need to negotiate and improve the working conditions of workers in general.

The training also targeted the leaders of trade union organizations.

Malagasy trade union training workshop



▶ Workshop to build the capacity of Malagasy trade unions.

In addition, the successful implementation of the programme has resulted in OSH being incorporated into the “Strategic Development Plan for the Madagascar Workers’ Conference: Advancing Social Justice, Promoting Decent Work”.

This instrument defines the actions required to enable workers’ organizations to more effectively defend workers’ rights and build more equitable and inclusive societies, through the exercise of freedom of association and collective bargaining.

Finally, with the CTM now participating in this training programme, consideration is being given to extending the training to other beneficiaries nationwide.

The background consists of three main geometric shapes: a large white triangle pointing to the right, a blue triangle pointing to the left, and a red triangle pointing to the left, all meeting at a central point. The text "Advancing Rights" is centered within the white triangle.

Advancing Rights

22



▶ Location Sierra Leone

▶ Duration 2020-2021

▶ Budget Staff costs

▶ Donors ILO RB

P&B Outcome: Outcome 2 – International labour standards and authoritative and effective supervision

SDG Target: 16.6- Develop effective, accountable and transparent institutions at all levels

▶ Sierra Leone: International Labour Standards: Sierra Leone setting the standard

In 2021, Sierra Leone ratified nine ILO instruments: eight Conventions and one Protocol. The ratification of such a large number of instruments has not been undertaken by any other African country for almost two decades. By this action, the Government of Sierra Leone signalled its intention to base its crisis recovery and resilience on International Labour Standards.

By ratifying [nine ILO instruments \(eight Conventions and one Protocol\)](#), Sierra Leone took a significant step towards recognizing and promoting workers' rights and implementing decent work practices for both women and men, including migrant and domestic workers. By this action, the Government of Sierra Leone signalled its intention to base its crisis recovery and resilience on International Labour Standards. The ratification of such a high number of ratifications has not been undertaken by any other African country for almost two decades.

The ratification process started in 2018 in the context of the ILO Centenary Ratification Campaign. Following comments made by the ILO supervisory bodies, the Government of Sierra Leone, in consultation with the Sierra Leone Employers' Federation and the Sierra Leone Labour Congress, agreed to ratify ten ILO Conventions and one Protocol and decided to align its national labour legislation with international labour standards.



▶ Workshop on international standards in Sierra Leone

On 4 December 2018, the Government of Sierra Leone laid before Parliament five ILO Conventions and Protocols. A month later, on 4 January 2019, the instruments were unanimously ratified.

On 4 July 2019, the Government laid before Parliament a further four ILO Conventions and one Protocol, which were also unanimously ratified by Parliament on 16 July 2019. The [ratification process was concluded](#) on 25 August 2021, with the deposition of the ratification instruments during a virtual ceremony held at ILO Headquarters in Geneva, Switzerland.

During the deposition ceremony, ILO Director General Mr Guy Ryder commented:



I very much welcome the deposition of these nine key ILO instruments. They are a testimony to the will of the people of Sierra Leone to have peace, stability and good governance. They demonstrate the country's resilience in ensuring that recovery from political and economic crises is founded on human rights and decent work.

A commitment to protecting workers' rights

The Ambassador and Permanent Representative of Sierra Leone in Geneva, His Excellency Dr Lansana Gberie noted:



As a Government, we are committed to improving the labour standards of the workforce in Sierra Leone, as well as creating a business-friendly private-sector environment that makes the law clear, consistent with international standards and easy to comply with for domestic and foreign investors. By ratifying these nine ILO Conventions and Protocols, we have taken steps to eliminate compulsory and forced labour, and discrimination against migrant workers and domestic workers, abolish child labour, promote occupational safety and health standards, and ensure a thriving and responsible private employment agency sector in Sierra Leone.



▶ The DG of the ILO, Mr Guy Ryder, signing the ratification instrument at ILO Headquarters, Geneva



▶ The DG of the ILO, Mr Guy Ryder, and the Ambassador and Permanent Representative of Sierra Leone in Geneva, His Excellency Dr. Lansana Gberie, at the virtual ceremony for the deposition of the ratification instruments

The ILO provided technical support for the ratification process, to ensure that Sierra Leone has relevant and comprehensive labour legislation and regulations. Indeed, the ratification boosted the country's labour market operations in line with her National Development Plan 2019-2023.

Additionally, Sierra Leone has undertaken to review and revise its labour laws. It is expected that the revised laws will incorporate the ratified instruments. This will create a modern legislative framework that is conducive to decent work for all. These nine ratifications by Sierra Leone are the first since 2011 and the first ratifications of technical Conventions since 1967. By 2021, Sierra Leone had ratified a total of 42 Conventions.

The nine International Labour Standards ratified by Sierra Leone

- ▶ *Migration for Employment Convention (No. 97)*
- ▶ *Migrant Workers (Supplementary Provisions) Convention (No. 143)*
- ▶ *Labour Administration Convention (No. 150)*
- ▶ *Occupational Safety and Health Convention (No. 155)*
- ▶ *Labour Statistics Convention (No. 160)*
- ▶ *Private Employment Agencies Convention (No. 181)*
- ▶ *Promotional Framework for Occupational Safety and Health Convention (No. 187)*
- ▶ *Domestic Workers Convention (No. 189), and*
- ▶ *Protocol 029 to the Forced Labour Convention.*

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► **Location** Somalia

► **Duration** 2019-2021

► **Budget** USD 852,547

► **Donors** Italian Agency for Development Cooperation

P&B Outcome 1 – Strong tripartite constituents and influential and inclusive social dialogue

SDG Target: 16.6- Develop effective, accountable and transparent institutions at all levels

► **Somalia: Somalia trade unions militating for better working conditions**

Following decades of civil war and social instability in Somalia, the Federation of Trade Unions has emerged to defend the rights of workers and catalyze social change in the country.

Somalia has suffered [multiple crises](#) over the last two decades, which have severely hampered the ability of the country's labour movement to organize. The debilitating [civil war](#) has ravaged trade unions and the social fabric of communities, resulting in gross human rights violations and an unprecedented humanitarian crisis. [Cyclical droughts and flash floods have caused massive destruction to human settlements, displacement of large swaths of the population, a surge in job losses, informalization and precarious employment, recurrent epidemics](#) and starvation. These harsh realities have stifled the growth and activism of the country's nascent labour movement.

The challenges the country has faced inspired the Federation of Somali Trade Unions (FESTU) to come together and encourage Somali workers to take part in peacebuilding, the struggle for the restoration of democratic constitutional order, and efforts to ensure decent work for all in Somalia.

[FESTU](#) received technical and financial support from the ILO through its Decent Work for Peace and Resilience in Somalia project, implemented by a partner organization, the Italian Agency for Development Cooperation (AICS).

A quest for independent trade unions

The project was aligned with the social pillar of the [Somali National Development Plan 2020-2024](#), which sets out the Federal Government's human-centred priorities for inclusive green economic growth, decent work and sustainable development. It aimed to build the capacity of Trade Unions to contribute to a more peaceful, inclusive, cohesive and democratic Somali society by implementing the ILO's [Recommendation 205 Employment and Decent Work for Peace and Resilience Recommendation, 2017](#). The project was also effective in helping to build a strong, independent, representative trade union movement that provides a voice to marginalized workers (women, youth, migrant and informal economy workers), promotes social justice and fosters a culture of respect for social dialogue, collective bargaining and decent work for all.

The ILO's technical and financial support enabled FESTU to establish well-equipped, functional secretariats in Mogadishu, Garowe, Galkayo, Beledweyne and Dhusamareb, which serve as venues for union meetings and training, and as hubs where the tripartite constituents can discuss vital social policy issues. FESTU has enhanced its website with VPN services and is being used to organize new members, and provide industry, legal and educational online communications between leaders, members and other stakeholders.

FESTU has become an authentic voice of Somali civil society. Its membership tripled from 48,000 in 2019 to 162,300 in 2021, with most new members coming from the informal economy. The Federation defends the rights of workers and coordinates the activities of trade unions in driving social change. FESTU has played a vital role in tackling a host of challenges plaguing the Somali labour market, including ineffective tripartism, social dialogue and collective bargaining; widespread decent work deficits; and the institutional and infrastructural problems facing the Somali trade union movement.

Campaigning for social dialogue

FESTU advocated for and achieved the establishment and operationalization of the [Somali National Tripartite Consultative Council](#), which is a mechanism for social dialogue. The Council has enabled the tripartite constituents to review the Labour Code, formulate the National Employment Policy (officially launched in 2021), the Social Protection Policy, the Labour Migration Policy and the Sexual Offences Bill. It has also lobbied for the Information Bill, the National OSH Policy and the Climate Law, as well as the nationally determined contributions (NDCs) that set targets for climate change mitigation and adaptation. The tripartite constituents have agreed to align the Labour Code with the seven Conventions ratified by Somalia in 2021, before it is enacted into law by the Legislative Assembly ahead of the June 2023 International Labour Conference.

In 2020, at the start of the COVID-19 pandemic, FESTU, using social dialogue as a critical tool for intervention, lobbied the Federal Government to prevail on employers to adopt better working arrangements guided by the ILO's workplace checklist and to provide stimulus packages to bail out enterprises and protect jobs. FESTU's continued participation in the national COVID-19 Task Force enabled the Federation to influence the decisions of this important body regarding COVID-19 mitigation and adaptation measures, which are of critical importance to workers, their families and communities.

In addition, FESTU spearheaded the debt cancellation campaign that resulted in the granting of [debt relief to Somalia by the International Monetary Fund and the World Bank](#) in 2020. This will boost the country's post-war recovery and reconstruction plan, which is based on a people-centred development strategy for poverty reduction, the extension of social protection for all, environmental preservation and sustainable development.

Furthermore, FESTU led litigation efforts against labour rights violations and successfully advocated for Somalia to ratify, in February 2021, seven International Labour Standards (ILS). The ILS included [Convention 97](#), [Convention 143](#), [Convention 181](#), [Convention 144](#), [Convention 155](#), [Convention 187](#), and [Convention 190](#), as well as the Instrument of Ratification of the ILO's 1986 Constitutional Amendment, which the Somali Government ratified on 8 March 2021. The political support and cooperation provided by the former Prime Minister of Somalia, H.E Mohamed Hussein Roble, and the Ministry of Labour and Social Affairs in the expeditious ratification of the Conventions reaffirmed the commitment of the political leadership to good labour governance.

The ratification of the two ILO Conventions on Labour Migration and the endorsement by the Federal Government of Somalia of the IGAD Regional Guidelines on Bilateral Labour Agreements (BLAs) are important steps towards strengthening Somalia's commitment to the protection of migrant workers, guaranteeing equal treatment for national and migrant workers, regardless of their migration status, by adoption of a rights-based approach to labour migration governance at national and regional levels.

The sustainability of these initiatives is underpinned by the structured mechanisms introduced to address the skills gaps of union leaders regarding social dialogue and weak institutional capacity to undertake effective membership recruitment, organization and retention; and to address difficulties in organizing marginalized workers, such as those active in the informal economy.



Achieving the goals of empowering and emancipating Somali working women will require a multi-pronged approach with trade unions as the driving force. According to the Secretary of FESTU's National Women's Committee, Hamdi Mohamed Yasin: “



Trade unions must promote gender equality in the workplace and challenge stereotypical and harmful perceptions of women, their capabilities and potential in the labour market. As trade unions, we must actively promote the practice of female leadership.

FESTU's sustained commitment to a rights-based approach is reflected in the growing climate of respect for labour protection and greater gender equality and equity, as evidenced by the inclusion of more women in decision-making, both within trade union structures and in the broader public decision-making sphere. According to Omar Faruk Osman, the FESTU's Secretary General:



By ratifying these international frameworks that set legal guarantees for workers, the Somali Government is now obliged to ensure that the country's domestic laws and policies are aligned to international standards and practice.



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► **Location** South Africa **Geographical area** Limpopo and Eastern Cape Provinces,

► **Duration** 5 years, 2019-2023 ► **Budget** 6.9 million US\$

► **Donors** Government of South Africa through the Limpopo Department of Public Works Roads and Infrastructure

P&B Outcome 3 – Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all.

SDG Target: 8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small and medium-sized enterprises, including through access to financial services

► South Africa: Expanded public works for citizens

South Africa's Expanded Public Works Programme (EPWP) is creating opportunities for and transforming the lives of vulnerable South African women and people with disabilities, enabling them to make money and contribute to national development.

The [Expanded Public Works Programme \(EPWP\)](#) is one of the flagship programmes of the Limpopo Province Local Government in South Africa. It makes systematic use of public funds to boost productive employment and contribute to the national goal of alleviating poverty.

Designed by the ILO in collaboration with the Limpopo Provincial Local Government, the programme develops marketable skills among historically disadvantaged communities, with a particular focus on women, youth and people with disabilities (PwDs), who struggle to get jobs despite having the requisite qualifications. The EPWP is an employment-intensive programme implemented at all levels of government, national, provincial and local. Opportunities for its implementation have been identified in the infrastructure, environmental and social sectors.

In 2019, the Limpopo EPWP entered into a partnership with the South African National Council for the Blind to employ at least 2 per cent of PwDs. Patricia Kgamale, the Limpopo Provincial Director of Deaf SA, stated that in 2021 the Department achieved more than the minimum target. A total of 82 persons with visual impairments were identified and employed. She has encouraged other government departments and agencies to follow suit in employing PwDs.



► Patricia Kgamale

The ILO further supported the [Limpopo Department of Public Works, Roads and Infrastructure](#) in developing a Provincial Expanded Public Works Programme Policy, undertaking capacity-building activities within Government entities and for the target population. Qualifying youths are trained and equipped with the skills demanded in the various sectors.

Excited beneficiaries

Timothy Maseko is one of those who received training in welding. On completion of his course, he was given tools and equipment, which enabled him to start his enterprise - Tim Timbila Holdings - and employ two other young men.



▶ Timothy Maseko

The ILO has provided technical advisory services to the Limpopo Provincial Government's EPWP since the programme's inception in 2004. The fourth phase of the programme, which runs from 2019 to 2024, aims to create 475,358 jobs in Limpopo Province. The EPWP has been expanded to cover nine provincial government departments and 27 municipalities in Limpopo. The ILO has been implementing a capacity-building programme to improve the implementation capabilities of Government agencies and ensure the sustainability of the project outcomes.

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► Location Harare

► Duration 2020-2021

► Budget USD 1.1 million

► Donors European Union

P&B Outcome 6 – Gender equality and equal opportunities and treatment for all in the world of work

SDG Target: 5.1- End all forms of discrimination against all women and girls everywhere

► Zimbabwe: Championing the response to sexual harassment in the workplace in Zimbabwe

The ILO and partners are taking the bull of workplace sexual harassment by the horns and spearheading recovery strategies for survivors of gender-based violence in Zimbabwe.

The prevention of all forms of violence against women and girls is inextricably linked to the achievement of the Sustainable Development Goals (SDGs), while the promotion of gender equality and women's rights ensures that no one is left behind. In Zimbabwe, through the Spotlight Initiative, the ILO has collaborated with the UNDP, UN Women, UNFPA, UNESCO, and UNICEF on efforts to [eliminate Sexual and Gender-Based Violence and harmful practices](#).



► [Launch of the national strategy to eliminate SGBV in the workplace in Zimbabwe](#)

The [Spotlight Initiative](#) is a global partnership between the UN and the European Union to eliminate all forms of violence against women and girls. Programme interventions are implemented across six pillars: 1) legislative and policy frameworks; 2) institutional strengthening; 3) prevention and social norms; 4) delivery of quality essential services; 5) data availability and capacities; and 6) supporting the women's movement.

The ILO has tackled issues of violence and harassment in the workplace by providing technical support to formal workers' organizations engaged in effective policy development, guided by the [ILO Convention 190](#) and [Recommendation 206](#) on the elimination of violence and harassment in the world of work.

One aspect of this has been the roll-out of the Model Workplace Programme to strengthen the capacity of employers, workers and workers' organizations in developing and implementing sector-specific and enterprise-level policies and programmes on ending gender-based violence.

Champions to the rescue

In 2021, the ILO supported ten private-sector companies and one Government ministry in developing and reviewing sexual harassment policies. Consequently, Zimbabwe developed a [Strategy to Eliminate Sexual Harassment and GBV in the Workplace \(2021-2025\)](#), with input from key stakeholders such as employers and trade unions. Education and awareness campaigns on SGBV were also conducted to cascade information to all workers at all levels within companies, and a number of Gender Equality Champions were given training. The champions performed a critical role as peer educators in their workplaces, as well as ensuring that achievements were sustained beyond the lifespan of the programme.

Individual companies, for instance the [Grain Marketing Board](#), developed "Zero Tolerance" policies and guidelines, covering the nature of SGBV at the workplace, the types of work-related violence and harassment and where it occurs, referral pathways, enforcement and proposed remedies. The 2021 reports indicated an increase in the number of cases being reported, as more workers understood their rights and clearer pathways were established for preventing and reporting incidents.

In some companies, for instance [TelOne](#), FBC Bank and [Dairibord](#), in 2021 gender committees were set up to spearhead a broader gender equality programme intended to promote the advancement of women in the workplace. The ILO's workplace programme on SGBV issued a call to action for the private sector to address the "silent epidemic" of SGBV, also making use of [gender champions](#).



▶ Gender champions displaying placards with messages aimed at combating SGBV in the workplace

Empowered for recovery

The third component of the ILO's Spotlight Initiative is women's economic empowerment, which is one of the long-term recovery strategies for GBV survivors, as well as women and girls who are isolated and most vulnerable to SGBV due to intersecting forms of discrimination. They include women living with HIV, women with disabilities and women living in extreme poverty, given that poverty is one of the key drivers of SGBV. Promoting women's economic empowerment is both a preventative and mitigation measure for gender-based violence.



► Hopely women with their freshly baked cakes

Using the ILO's [Start Your Business \(SYB\) modular training programme](#), the women selected were enrolled in entrepreneurship development training courses intended to stimulate a structured business-oriented mindset and develop business management principles, including financial literacy and market linkages. One of the SYB modules – Generate Your Business Idea – is designed for individuals who want to start a business but are not sure of the idea they might pursue. It helps potential entrepreneurs to examine different business ideas, analyse them and select the most promising. The Start Your Business module capacitates participants to develop a strategy for concrete, feasible and bankable business ideas.

In 2021, the ILO established a broad partnership base with civil society organizations, Government, the private sector and the media. The partners included the Ministry of Women Affairs, Community, Small and Medium Enterprise Development; the Diocese of Mutare Community Care Programme; the VIRC Trust; Junior Achievement Zimbabwe; the Royal Business Consult Trust; Zimbabwe Women's Bureau; the Apostolic Women's Empowerment Trust; and Katswe Sisterhood.

By the end of the project in 2021, women had been trained in poultry production, waste management, tailoring, detergent making, mushroom production, hairdressing, catering and baking. They were encouraged to work in teams and develop a culture of saving through community savings and credit schemes. A total of 1,800 micro-businesses were created and are contributing to improving the socio-economic wellbeing of women. The programme has demonstrated that financial freedom for women can foster a culture of personal competence that enables them to make decisions and better negotiate gender power relations. This in turn reduces the risk of violence in relationships.

The success of the programme in Harare and Manicaland Provinces points to an urgent need to replicate the model in other provinces of Zimbabwe.

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**Follow-up stories from
previous editions of
success Africa**

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Follow up Story 1

► Zimbabwe: The Simuka-Phakama Green enterPRIZE Innovation Challenge

In Success Africa V, we reported on the [Simuka-Phakama Green enterPRIZE Innovation Challenge](#). The Challenge was a component of the Green enterPRIZE Innovation and Development project, a national business competition with the objective of identifying growth-oriented Small and Medium-sized Enterprises (SMEs) across different economic sectors in Zimbabwe which are seeking to tap the potential of a greener economy. Decades of economic recession in Zimbabwe have led to a major shift away from waged employment to informal economic activities. A deteriorated business environment and the recession have severely impeded the growth and sustainability of SMEs across all economic sectors in the country.

Through the competition, however, SMEs benefited from a 12-month business development programme, supported by business development service providers and financial institutions, to enable them to expand their capacity for the production of green products and services. The SMEs received business management training, mentorship, coaching, consulting services and technological support to boost innovation.

The Simuka-Phakama Green enterPRIZE Innovation Challenge became a platform for green enterprise innovation and development, empowering Zimbabwean businesses and citizens, particularly women and youth, to drive the creation of green and decent jobs. Twenty-seven SMEs received financial and business development service support. One of the companies was a renewable energy business, [GreenTEC Energy](#), which specializes in the construction, installation, maintenance and operation of biogas systems for domestic and commercial applications. Research shows that the winners of business plan competitions experience higher business survival rates, higher profits and sales, and higher employment.

In Success Africa VI, we trace the progress and impact of GreenTEC Energy since the company won the competition.

Business performance: GreenTEC Energy was selected as one of the 50 high-growth SMEs in Zimbabwe under the banner of Zimbabwe National Gazelles. The company received additional technical support from the SADC Centre for Renewable Energy and Energy Efficiency (SACREEE) in 2021. It diversified its products to include the supply and installation of modern biogas equipment and appliances. It emerged third in the Zimbabwe National Gazelles business performance rating for 2021.

Financial performance: Despite hard economic times characterized by the COVID-19 pandemic and lower uptake of biogas digesters in Zimbabwe, GreenTEC Energy's turnover for 2021 surpassed USD 60,000.

Business coverage: Before winning the Green EnterPRIZE Challenge, GreenTEC Energy was at the business inception stage. The company has since expanded coverage and completed several projects, and had targeted the construction of 200 new biogas digesters across the country by 2023.

Staffing: The company's staffing levels rose from seven in 2020 to 11 in 2021; over 40 per cent of the employees are women.

Assets: Before the Green EnterPRIZE Challenge, GreenTEC Energy had only a few assets contributed by its founders. Using the financial grant provided by the ILO, the company bought construction equipment such as wheelbarrows, shovels and picks, and procured two vehicles: one utility truck serves the technical services department; the second vehicle serves the marketing and sales department.

Adherence to green procurement principles: GreenTEC Energy practices green procurement principles as recommended by the ILO. By reclaiming second-hand goods and repairing them, the company reduces the environmental footprint associated with using virgin resources, and transporting and processing them, to manufacture new products.

GreenTEC Energy is increasing public access to a clean and renewable source of energy in the form of biogas, a carbon-neutral fuel. Biogas digesters make use of waste that would cause pollution if discharged into the atmosphere. In Zimbabwe, women bear the brunt of sourcing firewood for cooking. By installing biogas digesters for domestic use, GreenTEC Energy has significantly reduced the burden. The use of biogas for cooking further reduces the indoor pollution associated with firewood-powered cooking stoves.



▶ A GreenTEC Energy biogas mason works on a fixed dome biogas plant in Bulawayo

▶ Biogas appliances and equipment on display at a local agricultural show

Product diversification: GreenTEC Energy is revolutionizing the biogas industry in Zimbabwe not only by constructing high-quality biogas digesters but also by providing modern appliances such as biogas cookers and heater generator sets.

Marketing and communication: GreenTEC Energy maintains a [functional website](#), has a mailing list, runs social media campaigns and features prominently in the national media. In November 2021, the company was featured in a biogas documentary made by the national broadcaster, ZBC TV. The company also has branded vehicles and T-shirts, as well as roadside signage, which has increased its visibility.

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Follow up story 2



► Zambia: Creating green jobs in forestry

In Success Africa IV, we reported on the Zambia Green Jobs Programme (ZGJP). Between 2013 and 2018, with financial support from the Government of Finland, The ZGJP worked with forest managers to produce environmentally friendly building materials, in particular timber, and with the National Forestry Department to build the capacity of farmers in such areas as business modelling, and nursery and woodlot establishment and management. The timber is sold to construction companies, thereby providing income for the farmers. The programme comprised three levels of intervention:

Shaping practices, behaviour and attitudes towards green buildings and their job creation potential.

Policy-level engagement with government and parastatal institutions.

Capacity building of private-sector associations.

The programme made inclusive, sustainable growth and decent work a reality for many Zambians by promoting sustainable enterprises, creating more and better jobs, protecting people and preserving the quality of the environment. By 2018, the project had registered significant achievements. The first-ever environmental impact assessment guidelines for Zambia's construction sector were launched in collaboration with the United Nations Environment Programme and the Zambia Environmental Management Agency. The project partnered with the Central Statistical Office (CSO) and the International Monetary Fund to develop the first-ever supply and use tables (SUTs) with green activities. The SUTs provided a detailed picture of the Zambian economy and made it possible to develop a green-economy projection model to track inclusive green growth and the creation of decent green jobs in Zambia. The project further facilitated access to business development and financial services for 3,729 SMEs and created 4,326 new jobs.

In Success Africa VI, we trace the impact of the innovative industry practices learned from the ZGJP.

The Zambia Green Jobs Programme (ZGJP) was premised on human and environmental rights, as well as value chain development approaches to improving the sustainable livelihoods of rural and urban families through private-sector development and sustainable housing. The programme facilitated the launch of green building standards and the development of regulatory reforms and policies to foster eco-friendly environmental and sustainable practices in the construction sector. The standards are a model code setting forth minimum requirements for increasing the environmental and health performance of buildings.

According to Brian Katongo, a senior lecturer in the Department of Architecture at Copperbelt University, the programme facilitated a curriculum review of the School of the Built Environment as a result of cooperation with VTT Finland. This was helpful in developing sustainable-design training courses for students, raising public and industry awareness, and changing mindsets and behaviour with regard to green buildings. According to Katongo: *"We have included principles of green architecture in construction projects in our training programmes and expanded our research in green building at the institution."*

Chibwe Mukuka, Assistant Director for Regional Planning at the Ministry of Local Government and Rural Development in Lusaka Province, said that the programme has contributed to the development and implementation of sustainable housing guidelines for local authorities across the country. The guidelines define green buildings, as well as providing performance criteria and guidance on social, environmental and economic aspects of green buildings. Furthermore, environmental impact assessment guidelines have been developed to predict the environmental impacts of property development activities and so mitigate negative impacts and enhance positive ones. The guidelines also function as a benchmark for the design and assessment of construction projects in terms of their sustainability.

Mukuka also explained that, apart from the roll-out of green entrepreneurship training schemes, the programme has led to the development of a Forestry Code of Conduct, which contains provisions for maintaining and/or improving environmental outcomes and sets minimum operating standards for harvesting forests. He further noted that, as a result of the programme, there was increased uptake of green building practices among private and public housing developers in Zambia, which demonstrates the potential for scaling up and replication in other sectors of the economy in pursuit of sustainable development. This is in line with Zambia's commitment to the Sustainable Development Goals (SDGs), especially Goal 8 on inclusive economic growth and job creation, and Goal 13 on climate change mitigation and adaptation.

The ZGJP has worked with forest managers to produce environmentally friendly building materials, in particular timber, and with the national Forestry Department to build the capacity of farmers in such areas as business modelling, and nursery and woodlot establishment and management. Interviewed in 2022, 56-year-old Boniface Milonga, the owner of Wanasi Technical Sawmilling and General Contractors, explained that, despite a reduction in the volume of logs harvested from the plantations, the Start and Improve Your Green Construction Business training course helped them to remain competitive.

According to Douglas Kyembe, owner of Mweloka Services and Solutions Limited, the Start and Improve Your Green Construction Business training added value to his sawmilling business and improved their supply value chain. He has employed four people at his company and diversified his business. In addition to selling timber, he is involved in carpentry work, such as the production of wooden windows and doors, and he remains environmentally aware: *"We learned that it is important not to deplete natural resources as a result of unsustainable tree harvesting; rather, we support tree planting campaigns so that the trees are conserved for future use,"* he said.

Conclusion and lessons learned

Success Africa VI comprises 23 new stories and two follow-up stories from the previous editions of Success Africa. The stories showcase the impact of the ILO's projects implemented between 2020 and 2021, working with its tripartite constituents across Africa. Stories from 20 countries across all African subregions are documented. They cover 13 of the SDGs and eight ILO policy outcomes. All ILO projects are tailored to meet the needs of targeted groups such as women, youth and migrant workers.

The Success Africa VI stories illustrate in a non-exhaustive way the ILO's commitment to strengthening the COVID-19 response across the continent. The various efforts are directed towards prevention of the spread of the coronavirus, thus mitigating the pandemic's socio-economic and humanitarian impact on African workers, sustaining the world of work and promoting a recovery that is inclusive, sustainable, and resilient. From local farmers in Kenya to factory workers in South Africa, we have witnessed how the ILO's mission to support workers has brought about significant results and has improved the wellbeing of many people.

Several lessons have been learned during the implementation of the projects:

- ▶ There is a transformative power in collaboration between governments, the private sector, civil society, international development agencies and donors. In the difficult period of the pandemic, the ILO's collaboration with its tripartite partners had a significant impact in improving the world of work for all.
- ▶ Skilling and capacity building are crucial for project sustainability.
- ▶ It is important that projects be initiated and developed taking into account local needs, while international programme and projects should be adapted to local needs and the local context.
- ▶ Entrepreneurship is crucial for employment creation. Projects with entrepreneurship components should therefore be scaled up or initiated in all African subregions.
- ▶ The resilience of individuals in sustaining their livelihoods is a great community asset that future ILO projects should aim to strengthen.

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