

DECENT WORK

A quarterly information magazine on Decent Work in West Africa

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International
Labour
Organization

Youth Employment
in West Africa

WHICH WAY FORWARD ?

Aeneas Chapinga Chuma,
ILO Regional Director for Africa

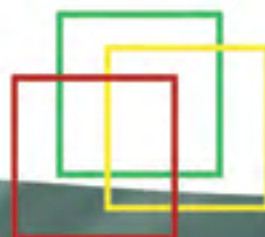
*« Youth employment: our
top-most priority »*

FOCUS

**The PAMODEC conference
on Social Dialogue**



- **Lean on national development strategies**
- **Determine the ILO's support for the promotion of decent work**
- **Are based on a collaborative and participatory approach of the tripartite constituents**
- **Develop a synergy of intervention of actors, especially within the UNDAF**



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ILO Decent Work Team for West Africa and ILO Country Office for Senegal, Benin, Burkina Faso,
Cabo Verde, Côte d'Ivoire, Guinea, Guinea Bissau, Mali, Mauritania, Niger and Togo

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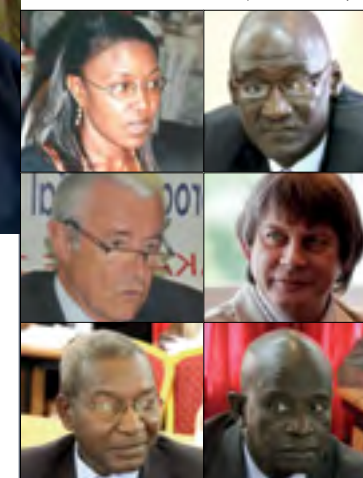


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EDITORIAL



“Communication is
an integral
part of our strategic
planning
framework.”

(Aeneas Chapinga Chuma,
ILO Regional Director for Africa)

Telling you about our activities, our achievements, and listening to our beneficiaries

In the ILO 2010-2015 strategic framework, communication and information to the general public constitute the main tools for making the public know about the way ILO analyses and deals with the core issues confronting the world of work. The Organization is thus committed to using communication methods and tools to secure stakeholders' participation, take stock of the situation, disseminate information on tried and tested solutions, showing the contexts and the modalities adopted; it also seeks to design effective strategies to mobilize and further strengthen international support for decent work. In this vein, the ILO Office in Dakar embarked upon a communication strategy aimed at disseminating information on the ILO mandate, and showcasing its activities and achievements in support of member States. And this is consistent with the directives of the new ILO Regional Director for Africa, Mr. Aeneas Chapinga Chuma, that communication be an integral part of our strategic planning framework. This quarterly news magazine is a component of the outreach package designed to reach the said objective. Its goal is to create a space for the sharing of information, knowledge and good practices on major issues prevailing in the world of work in the West-African sub-region. The editorial approach

is to disseminate ILO messages and standpoints on topics of interest, and sharing viewpoints coming from our tripartite constituents: – governments – employers – workers, as well as other ILO partners. For some topics, it will be possible to open our columns to experts, opinion leaders and the public at large. We also intend to publish news reports on relevant initiatives, as well as the profile of a personality who has distinguished himself through an outstanding initiative that contributed to solving problems in the world of work in West Africa. We have chosen to dedicate the first volume of the magazine to the topic of youth employment, given its critical nature in the West African countries that are under our mandate. Indeed, in almost all of these countries, demand for jobs/employment is growing increasingly, while job offers remain low, and are very far from absorbing the massive waves of young people flowing into the labour market each year. For ILO, the best way to take the affected countries out of the vicious circle of poverty is to create quality jobs in an environment of freedom, equity, security and human dignity. The Organization has thus formulated a clear vision of the strategies and actions to promote employment (particularly, youth employment) in the world. The subsequent pages will define

that vision, and present to a large extent some of the actions conducted at sub-regional level to support States in the search for solutions to the problem of youth employment. In this publication, as well as in future issues, focus would be on the outcomes and best practices recorded, and also on the opinions of the partners and beneficiaries of those actions. In short, how do we make a difference, and offer greater hope to our young men and women confronted with issues of precarious employment, unemployment, or lack of professional qualifications? Keeping faith with the objective of our Organization which gives precedence to social dialogue and negotiation as the process and mechanism to build consensus around the major challenges in the world of work, we decided to adopt an editorial stand that gives due recognition to constructive contributions and presentation of best practices and actions that bring a qualitative change into the working and living conditions of people. You are hereby urged to assume ownership of this magazine by contributing articles, by reading and sharing it.

¹ILO Decent Work Team for West Africa and ILO Country Office for Senegal, Benin, Burkina Faso, Cabo Verde, Côte d'Ivoire, Guinea, Guinea Bissau, Mali, Mauritania, Niger and Togo
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François **MURANGIRA**, Director, DWT/CO-ILO/DAKAR

AENEAS CHAPINGA CHUMA,

ILO REGIONAL DIRECTOR FOR AFRICA

“Youth employment: our top-most priority”

From January 19th to January 22nd, 2015, Mr. Aeneas Chapinga Chuma, ILO Assistant Director- General and Regional Director for Africa paid an official visit to Senegal. This visit was an opportunity for Mr. Chuma to have a working session with Mr. Mansour Sy, Senegalese Minister of Labour, Social Dialogue, Professional Organizations and Institutional Relations. He also held working sessions with social partners in Senegal (representatives of the Workers Unions and Employers Unions). At the end of his visit he kindly accepted to grant an interview in which he stated the ILO priorities in Africa.



You are heading the ILO Africa Regional Office since March 2014, can you tell us about your personal background?

Before joining ILO, for a long time, I was with the UNDP, and was appointed Resident Coordinator in several countries. However, my latest position was as a member of a peace-keeping team, being deputy to the Special Representative in Liberia. Concerning my academic background, I specialized in macroeconomics.

What are the ILO priorities in Africa?

We have identified four priorities

for Africa. The first is youth employment. I mean providing employment opportunities for young people, because Africa's population is very young. It is extremely important to appreciate this population as huge asset that must be given productive employment to enable it to contribute to the development of the continent. We must also acknowledge that it is not acceptable to have such a large number of underemployed and unskilled young people with largely unmet expectations. That is the reason why employment our number one priority. There is also another priority

which consists in building and developing a social protection system in Africa; particularly in these days of growing unemployment and worldwide inequalities. However, we are doing something about it in Africa; that is why we are currently discussing about this priority with the Governments and social partners in the region. Priority three has to do with labour migration, in particular within Africa. Most Africans move from one country to another or from one region to another; and it looks like we lack a common system to provide constructive support to

migration. We consider labour migration to be good, insofar as it contributes to the development of several countries. We can have an expansion of the African labour market through the movement of competences and knowledge from zones to zones, and the movement of labour from countries having a surplus of some competences and to countries with shortage of such competences. Therefore, our ambition is to develop a system to be mainstreamed into Africa's economic integration process through ECOWAS or SADEC, the Eastern-African community, or even at the continental level,

rather than acting at sub-regional level only. The process under consideration should cover not only the movement of goods, but also the movement of competences and people. The issue of qualifications and training is equally important to us. Qualifications must comply with common standards, so that an engineer trained in Senegal could for example be certified and recognized in other countries such as Nigeria, Zimbabwe, South Africa, or elsewhere. These are important labour migration issues that deserve some attention. Priority four relates to countries called fragile States. We need to consider the type of support ILO can provide to them. But, in addition to these four priorities, we should not forget the key ILO cross-cutting issues. These mainly include the promotion of international labour standards, issues related to the informal sector, gender, equality at work, HIV AIDS at work and child labour.

What strategies are there to get Member-States involved in the implementation of these priorities?

This is the reason why I visited nearly 20 countries over the last nine months exchanging views with governments as well as with social partners (workers unions and employers unions) and informing them about the ILO priorities within the region. We are organizing a seminar in April

for all the African members of the ILO Governing body to get them to buy into the identified priorities. The seminar would also provide us an opportunity to determine how we can work together; that is to say, we are operating on the ground while they represent Africa at the ILO Governing body. The other key strategy is the Africa Region Meeting of November 30 - December 3rd. This is an important platform organized every 4 years and is an occasion for the African governments, the ILO, the African representatives of workers, and of employers to come together to consider development challenges facing Africa, the issues impacting on the continent's development and also the opportunities that can be afforded ILO for the success in its mandate. This is an important event that ILO Africa Regional Office is currently planning, preparing particularly the relevant documentation and the organization of work.

What conclusion can we draw from your visit to Senegal?

You know Senegal is very important to us because this country hosts one of our largest decent work support team

made up of senior technical specialists based in this country. Furthermore, the Dakar Office covers nearly 16 countries. So we have a strong presence here. I am extremely pleased to state that this team works very effectively with the government, as well as with the social partners. Our work goes truly well in Senegal. In addition, the quality of the debate and commitment is highly

« I am extremely pleased to state that this team (DWT/CO-ILO/ DAKAR) works very effectively with the government, as well as with the social partners. »

progressive, that gives reason for hope. We are supporting our partners in building their capacities based on their various areas of interest. Workers for example are interested in the labour code, but from a perspective different from the employers'. You may know that employers tend to consider labour rights as a very restrictive and rigid body of rules, whereas workers want to protect the integrity of their rights. Our role is to bridge that gap, putting on the discussion table the good practices that exist everywhere in the world.

We also considered, with our three partners, the social stability Pact which was signed here, following negotiations between the government, the workers' representatives and the employers' representatives. We wish to ensure that this success be seen as a reflection of a good practice of tripartism and

social dialogue. Consequently, we work with the Ministry of Public Sector Employment, Labour, Social Dialogue and Professional Organizations on the implementation; to this end, we are offering technical support and also making available our country-based specialists and other specialists that can be called-upon from other teams in Africa (Egypt, Cameroon and South Africa), and also from our headquarters in Geneva. While we may not be able to commit substantial financial resources to the implementation of the Pact, however, we try to provide wide-ranging expertise, knowledge and technical support for the achievement of objectives of the Social Stability Pact. As you can see, we have covered many fields of the world of work during our visit; and I am happy and grateful for the way I was received by the Government and social partners. With this in mind, I want express my heart-felt gratitude to Honorable Minister Mansour Sy, Minister of Labour with whom we had very constructive working sessions and whom I had the pleasure of seeing once more in Senegal to discuss issues of common interest.

YOUTH EMPLOYMENT IN WEST AFRICA

Which way out ?

In the light of the persistent demographic expansion, of limited economic prospects, high illiteracy rate and of the mismatch between educational systems and the employment market, the volume of youth employment remains complex. This explains why the special report of this first volume of the Decent Work Magazine is dedicated to it. This special report gives the opportunity of exchanging view on the topic and of bringing out promising views, programmes and actions. →

IN THIS SPECIAL REPORT

- The place of youth employment in the national development policies of West-African States
- The ILO 's position on the issue
- Young girls and employment: Stereotypes and the path to equality
- Youth employment: investment-intensive programmes
- Job creation for youth: the pathways offered by the ILO tripartite Declaration on multinational companies
- Potential best practices
 - The Benin CEJEDRAO and Senegal ISFP projects
 - Community agricultural estates in Senegal
 - The green employment niche
- Viewpoints of:
 - Employers' union: The National Employers' Federation of Côte d'Ivoire (EFCI)
 - Workers' union : Interview with the Secretary General of ITUC Africa
 - Employment expert: Doctor Djibril Ngom
 - The West-African Economic and Monetary Union (WAEMU)
- Profile of a visionary: Godfrey NZAMUJO, promoter of Porto Novo Songhai Centre (BENIN)

Youth employment in national development policies

Getting wider space

West-Africa is facing chronic youth employment deficit which constitutes a threat to the States' sociopolitical stability. This situation has gradually led the government authorities to recognize the need for a more effective intervention.

It is general knowledge that youth constitute the greater bulk of the un employed people on the African continent. Most youth, to avoid being unemployed, accept low productivity and poor quality jobs. This situation which is prevalent in the informal sector drowns them into vulnerability and extreme poverty, which are sometimes the drivers of delinquency, political instability, illegal migration, plagues of all kinds, including prostitution, alcoholism, drug addiction, etc. Of all these consequences of unemployment and underemployment, threat of political instability would certainly be the one that most

requires a great attention. As early as October 2011, the African Union, the African Development Bank (AfDB), the Economic Commission for Africa (ECA) and ILO rang the alarm bell through a document produced in preparation for the “joint initiative in favor of job creation for youth in Africa”. According to these institutions “youth employment in Africa has not enjoyed high priority in national development policies”. They estimated that Africa was lagging behind in the design of policies, strategies and plans of action that promoted youth-focused job creation. They all agreed that youth-focused job creation for both

male and female coming into the labour market each year is a crucial stage in the transition towards prosperous economies. Consequently, they welcomed the fact that Governments and development partners were increasingly mindful of the need for and urgency of a response to the challenge of youth employment in Africa. They quoted a 2009 study conducted by the ECA. In that study, the analysis of a sample of 17 low income countries' poverty reduction strategic papers (PRSP) showed that 15 papers focused specifically youth employment, compared to 11 out of 21 in 2005. Currently, the trend seems

« A study conducted by the ECA, the analysis of a sample of 17 low income countries' poverty reduction strategic papers (PRSP) showed that 15 papers focused specifically youth employment, compared to 11 out of 21 in 2005. »

unchanged. Some West-African countries are reported to have formulated new development strategies where employment issue (especially youth employment) features among the priorities. To illustrate this, we are presenting Côte d'Ivoire and Senegal's long-term development programmes. For Côte d'Ivoire, the National Development Plan – Plan National de Développement – (PND 2012-2015)», is currently the reference framework containing government policy. Its main objective is to make Côte d'Ivoire an emerging country by 2020. With the NDP, the country's authorities are hoping to achieve three impacts in the field of employment. First is the

improvement of the employment and labour sector governance, specifically, its institutional and legal framework. This is followed by the ease of access to employment by the youth; public sector employment planning; establishment of incentive measures for job creation; promotion of Labour Intensive Works (LIW) in government investment projects; and wider integration into the labour market through entrepreneurship. Regarding incentive measures for job creation, the Government of Côte d'Ivoire reported on the establishment of a system to monitor the job profiles requested by business organizations, the elaboration of a directory on jobs and skills, the promotion of a training and employment matching process, and the introduction of incentives

for the recruitment of first-time job applicants. For the Government of Côte d'Ivoire, labour market integration through entrepreneurship would require the introduction of an entrepreneurship module in the education/training system, the promotion of business and self-employment success models and, the support to business creation by young people, women and handicapped people. Lastly, the third expected impact of the NDP is the improvement of labour productivity. To achieve this, Côte d'Ivoire would need to enhance support for human capital development in the informal sectors in urban and rural areas; the promotion of in-service training in the formal labour sector, in the sector of health and safety at

work and, the promotion of social dialogue; the fight against child labour and trafficking also needs to be scaled up. Like Côte d'Ivoire, Senegal has adopted a new development strategy to accelerate the pace of the Emerging Senegal Plan. That strategy known as Plan for Emerging Senegal – Plan Sénégal Emergent – Emerging Senegal Plan (ESP) shall be the country's economic and social policy reference until 2035. In the plan, the employment to youth equation occupies an important place in the section entitled “strategy for emergence”, specifically in pillar n°1, labeled “structural transformation of the economy and growth”. It is expressly written that “employment remains one of the key objectives of the PSE” According to Senegalese authori-

ties, this would entail increasing opportunities in order to generate between 100,000 and 150,000 decent, productive and remunerating jobs each year. The attainment of this objective would require a series of measures including the promotion of Government investment into Labour Intensive Public Works; the execution of highly productive job-generating projects; the promotion of youth self-employment through skills development; the creation of incentive measures to boost investments and job creation in the private sector; the support for labour market integration and the establishment of an accessible credit mechanism to promote viable projects. These incentive measures will go together with an enhanced labour market monitoring system, the structuring and upgrading of the informal sector; the establishment of a labour market information system; the regulation of the labour market and rationalization of funding agencies and mechanisms in support youth employment, and support to project promoters.

This last measure became effective in January 2014, with the creation of the National Agency for Youth Employment (NAYE) - Agence-Nationale pour la Promotion de l'Emploi des Jeunes (ANPEJ) – born from the dissolution of the four agencies which were formerly charged with implementing youth employment policy. NAYE was officially launched on Wednesday, August 27th 2014, with the ambition to create 113 thousand jobs by 2017. The West Africa/regional issue of Africa Economic Outlook 2014 produced under the auspices of the AfDB, OECD and UNDP reports that, like Côte d'Ivoire and Senegal, the other countries in the sub-region are mainstreaming the issue of youth employment into their development strategies.¹

1. Africa Economic Outlook 2014: West Africa – 236 p.





Youth employment in West Africa

What's the ILO's position?

If we were asked to identify one single common challenge to all African States, we would without a shadow of a doubt say youth employment. Statistics available to us reveal that in 2013, out of 10 unemployed Africans, 6 were young women or men. Of course, as an executive body of the International Labour Organisation (ILO), the International Labour Office (ILO) feels directly concerned by this phenomenon.

Background. Youth employment status in West African is far from being unflawed. Indeed, there is a disproportionate concentration of young workers in the informal economy. Shortage of permanent jobs for the youth is also on the increase. Insecurity and slowdown of the school to work transition remains worrying. There is a pervasive climate of discouragement and apathy on the labour market.

Furthermore, the employment issue has an uneven impact on the young people. Some are more disadvantaged than others in the labour market on account of age, gender, national or ethnic origin, the socioeconomic area, training, education, qualifications, migration, HIV/AIDS, disabilities and other individual characteristics.

Our analysis also reveals that in Africa there are few comprehensive strategic frameworks with a clear and coherent set of policy priorities. Moreover, the allocated funds are inadequate and the resources underestimated. Most interventions focus on the supply, while the demand remains sluggish.

Principle. For a continent in search of the wherewithal for poverty eradication, sustainable development and peace, to address the challenge of youth employment would be a prerequisite for the attainment of those aspirations.

ILO is thus convinced that the best way out of poverty is jobs creation. Having effectively made this advocacy, we are getting more and more followers; indeed, looking at the second generation of the Strategic frameworks for growth and poverty alleviation launched by many African States under the drive of the IMF and the World Bank, employment is featured therein as the core issue.

To support the process, the ILO articulates its agenda around decent work. That agenda was presented in 2007 at the 11th African Regional Meeting in Addis Ababa. The decent work agenda is the response conceived by the country to enable every man and woman to have quality employment, under conditions of freedom, equity, security and human dignity. Regarding youth employment today, there is ground for hope owing to the on-going programmes and projects in West-Africa. In

“Taking into account of the budget imperative alone does not work, there should be a fairer balance between the financial objectives and the employment policies, invest in vocational training, the employment services.”

Guy Ryder, Director-General ILO, in *Le Monde.fr*, 20 January 2015

Mali for example, The Great Duke of Luxemburg offered to implement a youth employment project, with the assistance of our organization, to develop employment strategies with main focus on technical knowhow and labour intensive jobs in rural and urban areas. This pilot programme has enabled the creation of numerous jobs. Drawing from that, we have been approached by Governments in the sub-region to put in place youth employment agencies. Our contribution also covers the strengthening the mechanisms which existed in each of those countries. Consistent with this idea, in Mali for example, the labour office has become the National Employment Agency (ANPE).

From the above, we are urging States in the sub-region not to classify employment as a residual issue, but to rather place it as a core element of their macroeconomic strategies. They should also be conscious that these macroeconomic policies should have

the capability of sustaining an inclusive employment-rich growth. Undoubtedly, macroeconomic policies can impact on youth employment provided economic diversification and productive transformation are encouraged. This is still possible if we remove constraints on the private sector growth, in particular, access to funding to improve the SMEs. The adverse impact of economic volatility should also be mitigated through engaging in appropriate and targeted policies.

Given the vicissitudes arising from the 2008 global financial crisis, Government spending on youth employment policies should be

The first relates to the mismatch between economic growth and employment growth. Indeed, despite a sustained 5% growth rate in recent years, youth employment level has remained stagnant.

The second factor is characterized by the mismatch between the educational/training systems and the needs of the labour market; in other words, youth low employability. Hence the need to find stronger links between education, training and the labour world. For that purpose, action must be taken to adjust Education and Technical and Vocational Training (ETVT) to the needs of the labour market. ETVT quality, financing



supported so as to set the economy back on path of growth. However, in many African countries, consolidation of public finances dominates the policy agenda. The decrease of government expenditures, which underlies that policy, is likely to aggravate the youth employment crisis. In this respect, Mr Guy Ruder, ILO Director General declared in *Le Monde.fr* (January 20th, 2015) that “Taking into account of the budget imperative alone does not work, there should be a fairer balance between the financial objectives and the employment policies, invest in vocational training, the employment services”.

Challenges.

Two factors are responsible for this task being challenging in Sub-Saharan Africa.

and management would have to be strengthened and its coordination safeguarded by the various institutions and stakeholders. Its monitoring and evaluation will also have to be improved.

Besides the removal of these stalling factors, ILO recommends that policies facilitating access to jobs comply with youth rights at work because the low protection levels often observed increase vulnerability and insecurity in the long-term.

Approach. In short, ILO youth employment approach is articulated around two main lines of action:

- The adequate integration of the issue of youth employment into national programmes and policies;
- The design of an appropriate intervention ...

→ for the most underprivileged youth.

We estimate these interventions must be conducted based on an integrated approach targeting both labour supply and demand, as well as on the implementation of mutually complementary measures. Indeed, experience over the years has taught us at the ILO that fragmented and isolated interventions do not produce as positive results as the integrated ones. Complementarity should be the emphasis for our youth-friendly interventions. So, we recommend to political decision-makers to design and implement operational programmes, largely shared with social partners. Given this observation, we think technical training would combine well with direct work experience and assistance for placement. This approach is the one we have successfully adopted through the ISFP (Professional Integration of Vocational Training Graduates) project which is in its second phase in Senegal (read dedicated article). Entrepreneurship training would also combine well with technical training, consultancy and monitoring, or better still, with measures to facilitate access to credit and financial services. Such approaches would lead African countries, especially countries of the West-African sub-region, to curb the adverse impact of the global financial crisis on youth employment; impact which, as a matter of fact, the continent shares with the rest of the world.

74 million young unemployed round the world. The ILO statistics restated by our Director General, M. Guy Ryder, last June in Geneva, during a forum on youth employment, indicate that one out of every two young people in the global working population is either poor, or unemployed. This means

«Complementarity should be the emphasis for our youth-friendly interventions.»



that the world counts over 74 million youth in unemployment (out of 200 million unemployed) and 228 other million are working poor. So, we face an unprecedented youth employment crisis. The challenge is most serious as we know that in the next ten years, out of the estimated at 600 million that need to be created, about 400 million would be required to absorb those just arriving into the labour-market, and who are mostly young. Recent ILO studies conducted in twenty low or middle income countries show that, very similar to the situation in the West-African sub-region, and out of necessity, it is the informal economy that employs three quarters of young people aged between 15 and 29, either as salaried or self-employed workers. This poses again the issue of job quality in this category of countries, quality without which, youth arriving into the labour

market sink despite their aspirations into the vicious circle of working poverty which transmits itself from one generation to the next.

Virtuous Circle. Another recent ILO study on the data collected from 140 developing countries shows convincingly that countries that have achieved better income per capita and sustained growth have the common denominator of good employment quality, together with good level of education. This is a belief that the ILO endeavours to progressively share with its constituents since the adoption of the resolution on youth employment at the 2005 session of the International Labour Conference (ILC). While reminding that access to basic schooling is a fundamental right, the resolution recognizes the importance of education, training and qualifications to increase employability and facilitate transition to a decent

employment; this stand was reasserted during the general debate of the ILC 101st session in 2012. Indeed, the ILO considers that lifelong education, training and apprenticeship feed a virtuous circle consisting of four links: greater employability; higher productivity; income growth and naturally, development. In its resolution entitled “The youth employment crisis: Call for action”, the General Conference of the International Labour Organisation, held in 2012 in Geneva, in its 101st session, recognizes that “we have done much and learnt much

since 2005. However, we must do much more still because significant gaps persist in matters of education, training and qualifications, whether in terms of accessibility, quality or adequacy with the labour market needs. Inadequacy of qualifications and competences and, absence of job offers remain important obstacles to youth employability”. Finally, in compliance with the aforementioned resolution, the ILO considers, before anything, that in terms of youth employment policy, there is no “one size fits all”. The approach should be multidimensional. For that purpose, the approach must

«ILO considers, before anything, that in terms of youth employment policy, there is no one size fits all.»

include policies aiming at stimulating an employment-rich growth and the creation of decent jobs thanks to macroeconomic measures, employability, the labour-market policies, entrepreneurship and youth rights to address the social consequences of the crisis, while guaranteeing budgetary and financial stability.

The editorial panel thanks Mr Dramane Haidara for the rich documentation, guidance and data support for the production of this article.

Youth employment crisis

The ILO guiding principles

In its resolution entitled “The youth employment crisis: Call for action”, the International Labour Organisation’s General Conference, meeting in 2012 in Geneva, in its 101st session, has made the member-States adopt twelve guiding principles which should be complied with in the youth employment policy development.

- 01

Take into consideration the diversity of the national situations to develop sets of multidimensional, coherent measures and fitting the context;
- 02

Consider full employment as a central objective of macroeconomic policies;
- 03

Ensure efficacy and coherence of the economic, employment, education, training and social protection policies;
- 04

Promote the social partners’ participation in the development of policies through social dialogue;
- 05

Make adequate policy dosages which are well balanced and which encourage more employers to invest and create new employment opportunities for youth;
- 06

Ensure that all programmes and policies guarantee compliance with young worker’s rights, and are gender sensitive;
- 07

Address the inadequacy between the available employments and the workers’ qualifications, which inadequacy limits the access to employment opportunities;
- 08

Encourage youth entrepreneurship in rural and urban areas in order to promote the growth of sustainable enterprises, including cooperatives and social enterprises;
- 09

Build multi-stakeholder innovative partnerships, and involving the Governments, social partners, educational institutions, communities and youth themselves;
- 10

Possibilities of experience sharing which exist to inspire concrete and adapted actions to the context, while keeping in mind that the modalities of action are not systematically replicable;
- 11

Guarantee effective monitoring and evaluation of the policies and programmes, and publish reports to guide future action;
- 12

Youth being part of the solution, there will be need to hear their voice, free their spirit of creativity, and comply with their rights in address the youth employment crisis.



- **Equal Remuneration (Convention 100)**
- **Discrimination (Employment and Occupation) 1958 (Convention 111)**
- **Workers with Family Responsibilities (Convention 156)**
- **Maternity Protection (Convention 183)**



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SPECIAL REPORT

Young girls at work

Let's break the stereotypes and open the road to equality!

BY Fatime Christiane NDIAYE



We estimate at one billion the number of youth who will come into the working world in the coming decade. Assuring them of decent and productive employment is one of the most crucial global challenges. In Africa, youth aged between 15 and 24 represent over 20% of the population, including 40% under the age of 15. For the International Labour Organisation (ILO), 3 of every 5 employed persons in Africa are young. For the continent, like the rest of the world, youth employment challenge, on the long-term, is a key to the States' social and economic stability.

Youth employment is a true paradox. Whereas young men and women represent the best educated generation, they have more difficulties than in the past finding a job. For millions of them, lack of decent employment prospects increases their vulnerability in the childhood to adulthood transition period. For a young person, getting employment is not an income issue alone. This is also an essential factor of personal fulfilment and social integration. However,

the different analyses of African youth participation to economic activity reveal relatively low employment rates¹. If generally speaking, African youth have 2 to 3 times less opportunities than adults to access employment, it should be mentioned that unemployment and underemployment are higher among young girls than among young men. In West-Africa, the rate of young women's participation in labour is lower than young men's. In Senegal, for example, whereas the female population of working

age is 1.13 times higher in number than men's, their employment rate is lower (41.1% as against 62.1% for men) and their employment rate higher (14.1% against 9.9% for men). In a context of poverty, unemployment and underemployment, young women are particularly vulnerable, being victims of the labour world discriminations and inequalities. As a fact, professional segregation is one of the most persistent features worldwide. This labour segmentation and rating does not start within the labour-market, ...

«More and more studies show that eliminating discrimination increases national income for the country, and enhance productivity, innovation and profitability for companies.»

→ but upstream, with access to education and vocational training. They are rooted in the societal models built on a gender-based distribution of roles and inequitable resources sharing.

A gender-based education and training

Youth education and training facilitate their integration into the labour market, provides them with more opportunities to access resources, exercise their citizenship and choose their own course of life. Advances recorded in the field of education in all West-African countries have benefitted boys as well as girls. However, despite the equal access to education, gender disparities still persist regarding levels of teaching, notably inequality in educational levels, quality and relevance of education and training given to girls; and this situation lie beneath professional segregation. The disparities reduce significantly women's employment and income opportunities, salary equity and access to decision-making positions. The male-female disparities in the educational levels are rooted in dif-

ferences in school attendance (young girl's early marriages and pregnancies), educational performance (difficulties for the girls to combine school work and household chores) and study course relevance (stereotypes postulating that girls are less interested and able to perform well in some subjects). Consequently, regarding vocational training, girls only represent one third of students in technical education. In specialized course programmes, one finds more boys in agricultural and industrial programmes, while girls dominate the commercial studies, where they represent nearly 75% of the students. This observation is also valid for informal apprenticeship, the primary source of youth transformation in the sub-region, where girls clustered around a few trade activities, known as "female" jobs. By offering the youth, male and female, equitable formal and non-formal educational and vocational training opportunities, we open them the road to emancipation. In past decades, more women have attended higher education in West-Africa. However, this has not necessarily translated into better achievement in the labour market. Gender discrimination influence recruitment processes.

A higher unemployment rate among young girls

Young girls face difficulties finding employment, twice as much as young men. They have limited access to information and public employment services by comparison to boys. In Togo, unemployment hits three times more young women than young men, and female unemployment is more widespread than male unemployment, despite female participation in the labour-market, which is five digits percentage higher than men's². The table at the end of this article

shows that if, in four West-African countries, youth (15-24 years-old) unemployment rate is twice as high as that of the adults, young girls unemployment rate of the same age group is twice as high as young boys'.

A persistent income discrimination and inequality

Though young girls could have a higher level of education than boys', it is when they look for employment that young girls face discriminations on the job-market. The gendered division of labour induces a dual horizontal and vertical segregation which will confine young girls to some sectors of the economy and grant them a lower professional status. The decent work country profiles reveal that in Mali, Niger and Senegal, as in most of the countries in the sub-region, working women are crowded in four sectors of activity: agriculture and livestock breeding, trading, produce processing activities and household activities, whereas conversely, some sector are strongly male-dominated, namely the construction, transportation, fishery, housing and public administration sectors³. Women's underrepresentation is even more visible in the public sector and in private companies. Thus in Senegal, the proportion of women working in the public sector is 1.4% against 3.7% for men, and in the private sector, the ratio is 7% for men, against 3.2% for women. This trend is the reverse in individual enterprises or in households, where women's representation (92.3%) is higher than men's (85.1%)⁴. This horizontal segregation is coupled with vertical segregation. The latter translates to the presence of less and less women as one goes up the ladder of the institution and socio-professional categories. In Togo, the charac-

teristics of the 15-29 years-old age group youth having an employment reveal that salaried work (20.1 per cent) and young employers (2.7 per cent) are more important among young men than among young women (respectively 10.2 percent and 1.6 percent). The gendered division of labour, horizontal and vertical, influences strongly male and female remunerations and gender-based economic inequalities. Other factors, like the training level, the experience, or size of companies contribute to modelling gender remuneration inequalities. The salary difference is sometimes very high. In Benin, in the 15-29 age group remuneration to young males is 35 times higher than young women's remunerations. This gap, which is wider among salaried young people, leads to young men's average remuneration to stand 43 per cent higher than young women's⁵. (International Labour Office – Young women and men's transition towards the labour-market in Benin. ILO – December 2013).

A difficult balance between professional life and family life

All workers, men and women, need to balance work and family life. It is necessary for them to balance time and efforts distribution between the professional occupation and other aspects of their life, to "reconcile" their two spheres of responsibility: family and work. Efforts to find a balance between the two areas of responsibility are even more demanding during the children's years of schooling. In West-Africa, the traditional division of labour and unequal distribution of roles make it such that the major portion of reproduction functions (taking care of children, household chores, patients' care...) are devolved to women. The time when they seek employment is, for young girls, also the time when they reach the age to marriage and childbearing. It is also time to face discriminations and difficult choices. In the working world, looking for balance between professional life

«The massive entry of young girls into the labour market means that maternity protection at work is fundamental.»

and family life constitutes the most important cause of stress, discrimination and injustice for young women. During the recruitment process, they are often discriminated against because of their future, and potential maternity time. It is frequent during a recruitment interview to ask candidates questions about their future maternity projects, and one may implicitly ask them, in case of recruitment, to pledge not to have children in the years to come. When they are employed, most young women face critical dilemmas between taking a job, seizing the opportunities for promotion and fulfilling appropriately their family obligations. Quite often, they finally end up losing on options: neither the employer, nor the spouse, or the family are happy about their performance! Lack of social services, public transportation and childcare facilities (nursery, day-care centre, preschool) deepens the tensions between work and family life and extends disproportionately young women's wor- ...



→ king time. This difficulty in reconciling their professional and family life is a true source of employment discrimination. Indeed, expecting working women to play the lead role in the family and the household could only deepen gender inequality. Largely, it is because they are under the obligation to adjust their professional life to other duties, that women have employment opportunities, career prospects and a professional position that are inferior to their male counterparts. These disparities evidently have an impact on the remuneration and job security and deepen discriminations.

Worker and mother: the challenge of protecting maternity

Another concern is maternity support at work place. Despite some measures taken in the area of health, maternal and infant mortality rates remain high across West-Africa. The importance, for both men and women, to have remunerated employment and be able to move forward in their career, gives a crucial dimension to the “Employment/Maternity” correlation. If pregnancy, childbirth and breastfeeding are, by virtue of their biology, women’s attributes, even reproduction should be seen as a social function which should be protected in all societies. Though maternity protection is considered as part of the fundamental values of our societies, many women continue to face

threats related to motherhood and their economic security. Within the sub-region, many do not have access to paid leave before and after childbirth, and many others face dismissal and discrimination at work because they are, or may become, pregnant. There are women who must interrupt their employment to go the full course of their pregnancy, or take care of their child after birth. It is because they are forced to adjust their professional life to their other obligations that women have lesser employment opportunities, career prospects and a lower professional position than their male counterpartsand this evidently reflects on the salary and employment security. When maternity leave and day-care services do not exist, or are inadequate; when social services and transportation are lacking and men do not do not share equitably household activities, women are obliged to interrupt, or reduce, their professional activity, which is detrimental to their career and their individual stability (see K. F. testimony in box).

Let’s break the vicious circle of stereotypes and open the road to equality

We must stop the «dilemma»

working women often face: having an employment, seizing promotion opportunities and adequately fulfilling their family obligations. In the labour market, the young girl will encounter the same difficulties as the young boy, in addition to all the difficulties related to her socio-cultural status. We know that setting the principle of equality of rights and opportunities is not sufficient to stop discriminations and eliminate the inequalities experienced by women and young girls. Yet everything points to the fact that gender equality at work is not only a

human right or social justice issue, but also an economic development challenge. More and more studies show that eliminating discrimination increases national income for the country, and enhance productivity, innovation and profitability for companies. To enable women to work under decent conditions, have children and be able to care for them, there is need, upstream of the labour world, to give them access to opportunities to equitable training, to work to ensure young women’s participation in professional sectors hitherto branded exclusive male sectors. Furthermore, the massive entry of young girls into

the labour market means that maternity protection at work is fundamental. Ratification and enforcement of Convention n°183 on maternity protection (2000) by all the States of the sub-region would go that direction and would be major progress. Maternity being a critical social function, women do not have to give birth under difficult working conditions. If all the West-African countries have ratified Convention n°100: Equality of Remuneration, 1951 and Convention n°111: Discrimination in Employment and Profession, 1958, much remains to be done for the enforcement of these two conventions. The States and social partners should include in the points of negotiation social dialogue frameworks, the monitoring and compliance with the principles underlying the two conventions. Finally, the consideration of youth employment issues in the policies, programmes and strategies must be conducted under the gender perspective. To move towards social justice, non-discrimination and gender equality, it is necessary that the differentiated needs of young men and young women be equitably taken into account.

1. Decent labour indicators in Africa
2. International Labour Office – Young women and young men’s transition towards the labour market in the Republic of Togo. ILO – November 2011
3. Country Decent Labour Profile of Mali, Niger and Senegal
4. Household survey results 2010.
5. International Labour Office – Young women and men’s transition towards the labour market in Benin. ILO – December 2013

TESTIMONIES

Kh. F.

testimony, during the Conference on Family life stability and professional life – May 1st 2013.

“After my Master’s degree, I passed the public service entry test. I was appointed Legal Advisor in a ministry. After 6 months, I decided to get married. I was then 26, which is late for a young woman to get married in our society. My parents, friends and husband pressed me to have a child. I wanted to wait a little and devote myself to my career first. But, I had my first child the day I was celebrating my two first years at my position. This has been the beginning of my happiness and misfortune. When I resumed work after the birth of my daughter, followed a true ordeal. Since I live in the suburb of Dakar, I had to get up at 5 o’clock in the morning to take my daughter to my mother’s in another suburb and after go to work. I would return home at 9 pm and had to take care of dinner. I never went to bed before midnight. At weekends, I did the washing and cleaning. My tiredness had repercussions on my work and I made a few professional faults. My boss who appraised my work became less and less satisfied. My husband could not understand my fatigue and blamed it on me not taking enough care of him, my daughter and my household. I became depressive, which led to a divorce and threat of dismissal. My trade-union helped me keep my employment. I have ever since gone back to live with my parents. Why should we choose between our work and family? This is too unfair.”

Comparative table of youth (15-24 years-old) and adult unemployment rate in four West-African countries

| INDICATORS (IN %) IN 2010 | BURKINA-FASO | MALI | MAURITANIA | NIGER |
|--|--------------|------|------------|-------|
| Employment/population or occupation rate ratio | 77,4 | 60,5 | 25,9 | 41,6 |
| Men | 82,6 | 63,8 | 56,8 | 56,8 |
| Women | 72,9 | 57,5 | 19,3 | 29 |
| Unemployment rate (15-64 years-old) | 8,3 | 8,3 | 31,5 | 2,4 |
| Men | 6,2 | 6,2 | 24,8 | 4,6 |
| Women | 11,4 | 11,4 | 46,9 | 0,5 |
| Youth unemployment rate (15-24 years-old) | 16,4 | 10,1 | 53,2 | 2,3 |
| Men | 13,7 | 7,8 | 44,1 | 4,4 |
| Women | 18,6 | 14,5 | 66,7 | 0,8 |

Source: Decent Labour Indicators in Africa 2010

Job creation for youth in Côte d'Ivoire

The options offered by the ILO Tripartite Declaration on Multinational Corporations

by Yukiko ARAI et Cheikh BADIANE



While the economy of Côte d'Ivoire is progressively recovering from the aftermath of a long period of crisis, building a future for the young generation is one of the major concerns of the authorities. In the light of youth (male and female) unemployment and underemployment, colossal efforts are required to be able to respond to the pressing needs of hundreds of thousands of job-seekers who come into the labour market each year. Given the magnitude of the problem, mobilization of all public and private stakeholders, as well as development partners is critical to being able to propose a response commensurate with the challenges. The ILO adheres to this perspective in Côte d'Ivoire, where for a few years now, it has been supporting the implementation of the Principles of the Tripartite Declaration on Multinational Corporations (MNC) and social policy by the Government and social partners. It should be noted that this instrument constitutes the most comprehensive CSR tool ever adopted by the international community.

If alignment of available training programmes to the labour market demands is still considered as one of the critical questions to resolve, one must also recognize that the solution to the problem of youth employment will necessarily be multi-sectorial and multi-stakeholder. Beyond the State, it is the national private sector and also multinational corporations that are more and more called upon, within the framework of their corporate social responsibility, to play an important role in job creation for youth and to help alleviate poverty for the benefit of the countries and populations in their area of activity. In Côte d'Ivoire, the number of multinational corporations (MNC) operating in the country is a

promising, but yet largely untapped source for job creation at domestic level. As a fact, until now, the bulk of the employment opportunities from MNC interventions have been captured by foreign expertise, owing, in particular, to the limited qualified labour available domestically. Consequently, the ILO has pledged assistance to the Government and social partners to find a sustainable solution by taking advantage of the commitment of multinational corporations in their endeavour to generate jobs. The approach adopted by the ILO is grounded on three complementary elements: i) the development of a knowledge base; ii) facilitation of stakeholder dialogue; iii) provision of services. It is in that perspective that several actions based on the principles of the Declaration on MNCs have been initiated in Côte d'Ivoire during these past years, with the ultimate objective of contributing to finding solutions to youth employment.

An approach grounded on a robust knowledge base and giving priority to the public-private partnership
Building on the recommendations of the tripartite principles Declaration on multinational corporations and social policy (Declaration on MNC), since 2010 the ILO has been providing Côte d'Ivoire with technical assistance by encouraging a public-private partnership approach to address one of the major challenges facing the country: youth employment.

The first study on the MNCs was conducted in 2010, on the basis of the sampling of 30 multinational corporations; its purpose was to identify the ways and means these corporations could contribute to job creation in greater number and better quality for young men and women in Côte d'Ivoire, not only through their organization's own operations, but also through their supply chains. Entitled "Promoting

employment generation for youth in multinational corporations and their supply chains", the study was conducted within the framework of the UNIDO-ILO project on youth employment funded by Japan. Its objective was to encourage positive contribution by multinational corporations in the national economic and social development based on the Declaration on MNCs, while ensuring, at the same time, that MNCs themselves draw benefits from it thanks to greater long-term competitiveness and sustainability of the interventions. The study also facilitated consideration of employment generation prospects in four economic sectors that most attracted Foreign Direct Investment (FDI) in Côte d'Ivoire: agriculture and agro-industry, the banking sector, mining and telecommunications. The conclusions and recommendations were there after presented to the representatives of the MNC, which then set up a multi-party working group for the promotion of youth employment and responsible investment, under the direction of the General Confederation of Ivorian Companies (Confédération Générale des Entreprises de Côte d'Ivoire - CGE-CI. Under the leadership of employers' representatives, this working group that included representatives of multinational corporations' representatives, training and research institutions, universities and governmental institutions responsible for youth employment, has ensured appropriate follow-up of the study's recommendations, in particular, thanks to high-profile commitment.

High-profile commitment of all stakeholders to concrete actions
A High-profile policy dialogue and a technical workshop was attended by over 50 MNCs' representatives (all members of the working group),

«In Côte d'Ivoire, the number of multinational corporations (MNC) operating in the country is a promising, but yet largely untapped source for job creation at domestic level.»

as well as from the Government (the Ministry of Employment, the Social Welfare and Solidarity, the Ministry of Technical and Vocational training and the Ministry of Higher Education and Scientific Research). The policy dialogue has offered a platform enabling the key public sector and private sector stakeholders to discuss the way of jointly translating their commitment to youth employment into concrete actions. Thanks to this dialogue, participants adopted a general policy declaration outlining the specific roles of the Government and the corporations in their contribution to employment generation for youth. Thus, plans of action were developed for each of the four economic sectors (agriculture, banking services, mining and telecommunications) covered by the study. The priority areas in each of the plans of action are the following: 1) strengthening the links between multinational corporations and SME's, 2) analysing foreign and national investments on employment, and 3) accelerate the MNC-Youth Employment initiative at sub-regional level, drawing from similar studies also conducted in Sierra Leone and Liberia.

Translating the commitments into actions

For this purpose, the organizations members of the working group for the promotion of youth employment and responsible investment have participated in championed by the General Confederation of Ivorian Companies. Thus, regarding assistance provided for the recruitment process, a network of human resources managers from the participating corporations has initiated collaboration with the Agency for employment monitoring and promotion (AGEPE) regarding internship opportunities for hundreds of young women and men. . . .

→ Some of those trainees have subsequently been recruited by the corporations. In addition, dialogue between the MNCs, training institutions and the Employments Promotion Agency (EPA) has resulted in partnership agreements with a number of multinationals. A survey of specific competencies to be developed in each sector was carried out in order to better align available trainings to corporate needs. Thus, the agro-industry sector, for example, pledged to train 1,000 people annually over a period of three years. Other initiatives include the introduction of tax incentives aiming at promoting employment and youth entrepreneurship.

Advocacy on the need to operationalize the plans of action

Implementation of the plans of action has given concrete results. Indeed, compliant with the recommendations emanating from the stakeholders' dialogue, the ILO has supported the accomplishment of a second study on "The strengthening of the relationships between Multinational Corporations and SME's within their procurement chains", in collaboration with the Economic and Social Research Centre of Côte d'Ivoire (Centre Ivoirien de Recherche Economique et Sociale- CIRES). That study aims at evaluating the existing and potential relationships between multinational corporations and domestic SME's and strengthening the supply chain dynamics. In July 2014, the representatives of the

Government, the employers and workers participated in a workshop to discuss the recommendations and validate the study. They adopted afterwards a plan of actions which covers six strategic areas: 1) the promotion of domestic contracts, 2) the establishment of a MNCs-SMEs permanent dialogue platform; 3) building the human resources management capacities in SMEs, 4) the evaluation of Foreign Direct Investments on employment, 5) the promotion of an environment favourable to technology transfer from multinationals to SMEs and 6) stimulating SMEs development. Moreover, upon request of the Investments Promotion Agency of Côte d'Ivoire (CEPICI) and the Employments Promotion Agency (EFCI), ILO provides technical support to the newly established national commission in its quest for a better assessment the impact of foreign, as well as domestic investments on employment. Furthermore, ILO has been urged to play an active role through facilitation of the dialogue between the government, enterprises, workers and new investors in Côte d'Ivoire.

In addition, ILO has shared the experience of its engagement with multinational corporations on the prioritization of youth employment in Côte d'Ivoire, Sierra Leone and Liberia during the meeting of the West-African Federation of Employers (FOPAO), the sub-regional employers' organization for West-Africa. A regional plan of action has been developed, including a regional study on

«The many actions initiated in Côte d'Ivoire in the past years have contributed much to greater knowledge of the ILO Declaration of tripartite principles on the MNCs and social policy by various stakeholders intervening in the country.»

youth employment promotion within frameworks of partnerships with multinational corporations, of initiatives in pilot countries and a study on the mining sector.

Towards strengthening sectorial possibilities potentials

Following the study on the "Strengthening of the relationships between MNCs and SME's within their supply chains" and its recommendations, ILO is now engaged in a process of technical support to the Chambers of mines (the professional association of Côte d'Ivoire's Mining Companies), whose objective is to promote responsible commercial practices in the mining sector, pursuant to the principles of the ILO Declaration on the strengthening of the relationships between multinational corporations and domestic companies. Mining is indeed a critical sector for Côte d'Ivoire's economic development. It attracts many new investors, and as such, may constitute an important locomotive for socioeconomic

development and diversification in the country.

The many actions initiated in Côte d'Ivoire in the past years have contributed much to greater knowledge of the ILO Declaration of tripartite principles on the MNCs and social policy by various stakeholders intervening in the country. Thanks to a deeper knowledge of the MNCs sectors of intervention and their needs for qualified human resources, appropriate measures can and/or are being taken at different levels (training institutions, employment promotion mechanisms, etc.) to better prepare youth to take advantage of available opportunities. As for the establishment of dialogue frameworks, this enables finding concerted responses to the many issues of concern to the various stakeholders in their business relationships in a context of employment crisis, the solution of which requires a change of mind-set by all.

The progress achieved in Côte d'Ivoire over the past years was possible thanks to the implementation of the principles of the Declaration on the MNCs. Currently, the mechanisms in place and the important prospects of new programmes taking shape, especially in the mining sector, constitute a powerful signal of the important role that multinational corporations can play in the area of employment generation for youth in Côte d'Ivoire and the countries of the sub-region.



Travaux HIMO étendus (EPWP, Afrique du Sud)

Youth employment intensive investments programmes

40 years of success worldwide

by **Claude Yao KOUAME**

For over four decades, the International Labour Organization (ILO) has, in collaboration with Governments and development partners, developed employment intensive investments programmes (or labour intensive - LIP) in more than 40 countries around the world. This approach aims at the production of public goods through the working method and systems which optimize labour content, generally by means of efficient combinations of the labour cost, without compromising the quality standards and working conditions.

The priority of these programmes is the youth in such proportions as to reach 80 per cent of the target population. LIP (Labour intensive programmes) have been used in several situations, including the post Second World War period, when public infrastructure projects were used to create jobs as a system

to fight depression, to generate income and boost the demand. In Africa and Asia, there has been a generalized use of labour in public works, in particular, in road construction and maintenance. Labour has been mobilized to respond to emergency situations such as drought and flooding, or in post-crisis reconstruction activities. LIP programmes have evolved

«In Mauritania, the ILO is implementing the component called "Worksite School" in support of the reform of the transport sector.»

in the past years, not only to respond to situations of high unemployment, through income generation driven by the works carried out, but also to improve the productive capacities of local communities through the execution of productive infrastructure such as irrigation systems, soil conservation systems and agricultural connectivity roads. ...

«In general, youth job offers within the unskilled jobs segment being far more important than older people's, the implementation of a massive employment programme would enable the labour market to absorb a significant proportion of those youth lacking education, training and job.»

→ The LIP programmes are designed as permanent tools for employment generation through the exploitation of productive assets by the grassroots communities.

In very recent past, the use of labour intensive programmes for construction works has become a key component of the social funds created to mitigate the impacts of economic liberalization and structural reforms. South Africa, Kenya and Tanzania are countries where this was done.

These programmes are linked to sectorial investments such as government construction works (farm-to-market roads, water and sanitation construction...) and community infrastructure (public buildings, market-places,...), but also multi-sectorial investments related to the preservation of the environment in response to climate change, irrigation and management of water resources and agricultural land resources in rural areas; and having employment multiplying effect responding to the needs of the populations living in poverty. The capacity of these programmes to contribute to employment generation and to the production of income generating assets has long been proven by different LIP programmes in West-

Africa. Recently-introduced innovations in past years are meant to cover all aspects of the Decent Labour Agenda through LIP. The latter constitute a local development vector for poverty reduction, and also for sensitization on enforcement of labour standards, SME's productivity in the construction sector, enhancement of youth employability and the establishment of the employment component of the social protection floor for employable young people. Evidence shows that public investments are an effective method for job generation and employment opportunities for the youth through investments in labour intensive programmes. When using these programmes, the approach adopted should draw upon inputs from local labour and resources, and be the driver of direct and indirect jobs, as well as of jobs resulting from an increase in the local consumption, all of which can translate into significant improvement of the overall economy.

In West-African countries, a very significant portion of the national investment budget is allocated to infrastructure development. This constitutes a guarantee of sustainability for employment opportunities, in so far as decision-makers take the option of channelling sufficient resources into local infrastructure projects executed using intensive labour techniques. These programmes provide employment opportunities to a wide spectrum of young people holding a wide variety of qualifications. Beneficiaries of LIP are not limited to unskilled workers; many semi-skilled and skilled workers; technical and local community workers are also found on the work sites, as well as management staff. Entrepreneurs, engineers, socio-economists, ICT specialists and financial managers are also involved.

Training courses are often integrated into LIP programmes, such as in the case of Mali, for example (see Box 1), where training sessions were given to upgrade the skills of young people participating in these programmes. Skills acquisition by the youth through being involved in working or managing work on construction sites offers them an extremely

valuable first-hand experience useful for their future career. LIP programmes bringing at least a hundred young people on the same site can create an opportunity to organize other specific services for their benefit. In several countries, there is a significant unmet need for youth friendly social services in various sectors: healthcare, literacy, technical trainings related to construction and public works' trades, financial inclusion. Depending on the duration of projects, these programmes can include a social component to support youth to embark on a sustainable process of professional integration, after saving money from the remuneration received for the work done. The salaries of the young beneficiaries of these programmes are paid in directly into a savings account to enable them build-up a seed capital to start income generating activities and become micro-entrepreneurs from savings accumulated during the project. The youth employment and skills development project in Côte d'Ivoire (PEJEDEC) and in Burkina Faso (PEJDC) are examples which but tress that employability and possibilities of short-term employment in labour-intensive public works are accessible to unskilled to low-skilled/ skilled youth in urban, sub-urban and rural areas.

The target group being young people who, most often, are not attending any training, either formal, or informal, the project seizes the opportunity to organize early childhood development and community sensitization programmes on issues such as the environment, hygiene, nutrition and health (HIV/AIDS, family planning). LIP programmes contribute to enriching, or consolidating the technical and vocational training programmes offered; this is done through the production of a compendium of knowledge in Construction and Public Works' professions in particular, combining the theoretical course to practical on the job experience on sites. In Mauritania, the ILO is implementing the component called "Worksite School" in support of the reform of the transport sector through provision of courses on road maintenance in collaboration with the private sector and the government

departments in charge of civil engineering (see Box 2). Other civil engineering and construction technical training centres have adopted the LIP-based work projects' execution methods in their curricula. Examples of massive job creation through LIP exist across the globe (see the examples of the innovation in Box 3). The example provided in India by the National Mahatma Gandhi Act on Guaranteed Employment in rural areas (NREGA) is a good illustration. The programme launched in 2006, targets nearly 55 million beneficiaries. This programme guarantees 100 days of legitimate employment to adult members of all rural families ready to undertake a non-technical manual job at the official minimum wage rate for construction work. Another example in South-Africa is the Extended Public Works Programme (EPWP), whose objective is to create 4.5million job offers over the next five years. Experiences conducted in Sub-

Saharan Africa since 1989 by AGETIP-type agencies have demonstrated the feasibility of the labour-intensive approach (LIP) in the construction of public utilities in urban areas. The need for public investments programmes (PIP) has been the basis for the above. In general, youth job offers within the unskilled jobs segment being far more important than older people's, the implementation of a massive employment programme similar to "the guaranteed employment programme in India" (NREGA) would enable the labour market to absorb a significant proportion of those youth lacking education, training and job. In Senegal, for example, the target

population would be young people from households deeply rooted in poverty. Measurement of the depth of poverty at household level (Pr. Cabral, 2014) shows that earnings would respectively be F.CFA 95, 985, F.CFA 212,415 and 257,053 for each household affected by poverty in Dakar, in other urban centres and in rural areas to get out of the poverty line. This means the State should guarantee a legal minimum wage of F.CFA 36,243/ month in urban areas and F.CFA 31, 184 in rural areas, 53 days or, two month work to a young person coming from a poor household in Dakar, 117 days, or four month work to a young person from a poor household from other urban centres and 165 days, or five months work for a young person

from a poor household in rural areas. This programme estimated to cost F.CFA 120 billion, 1.8% of the GDP, can be implemented through a variety of operational modalities. This includes the Public Procurement Regulatory Agency for the purpose of inserting those social provisions favourable to NEETs (young people without employment, education, or training); the State and local communities in order to expand and mobilize the investment potential; the direct and indirect employment intermediation and promotion organizations to ensure the establishment of information systems, training and professional integration for youth engaged in this programme.

«Evidence shows that public investments are an effective method for job generation and employment opportunities for the youth through investments in labour intensive programmes.»

THE PEJLIP PROJECT IN MALI

In Mali, the informal economy involves 73 percent of the working population and one third of workers are young people (aged between 15 and 39). Youth employment rate is significantly higher than the general average (12 countrywide and 32 percent in Bamako). The Youth Employment Promotion Agency (APEJ) has implemented a national programme which includes a youth professional integration component by means of labour intensive investments (PEJLIP). A new tax on remuneration of 2 percent has been earmarked to resource the National Youth Employment Fund. The PEJLIP project has created more than 70, 517 working days and contributed directly to the access of 700 young workers to the labour market, through a variety of activities: irrigation work, agricultural produce commercialization, renovation and maintenance of rural roads, quarries stones extraction for road surfacing. Techniques for use of paving stones and domestic materials are taught in the vocational training programmes and in all youth camps in the country. Training on manual construction techniques is progressively extended to all the other investment programmes (for example, the Support Programme to the Agricultural Sector, the National Roads Construction Project). The ILO, in partnership with APEJ, has started conducting of pilot studies in labour intensive techniques and building the capacities of the local communities and administrations, in a way to make these instances are able to take responsibility for the investments contained in the national and local budget, establish a national framework agreement that promotes dialogue with the national partners responsible for investments at decentralized level, in particular, between the State's representatives, workers and employers, territorial administrations and the members of Parliament. The PEJLIP project is funded by the Government of Mali and the Grand Duchy of Luxemburg in its first phase. It is executed by the APEJ, with the technical assistance of the ILO.

Source: PEJLIP Project, ILO



ROAD MAINTENANCE WORKSITE TRAINING SCHOOL IN MAURITANIA

The International Labour Organization (ILO) has taken a three years commitment (2015-2017) to support Mauritania in the implementation of the Worksite school under the Institutional Adjustment Project of the transport sector (PAIST) funded by the European Union within the framework of the 10th EDF. The main objective of the project is the development of a vocational training branch of studies in road maintenance in order to increase the employability of young men and women and foster their professional integration in the growing sector of road maintenance in rural and urban areas. The general strategy of the project is focused around the strengthening of the training programme in road maintenance organized for hundreds of youths by means of 16-kilometer-tracks maintenance worksite training schools. The training gives right to the award of a skills testimonial. The project is implemented over 30 months based on a schedule that alternates theoretical training in technical and vocational training centres, practical training on a worksite and professional internship in companies. The project responds to the challenges posed by the reforms in the road sector, which in the short-term will offer employment opportunities for young men and women in jobs related to road maintenance; this is with a view to guaranteeing long- term quality maintenance of the road network. The project will strengthen the capacities of 4 technical and vocational training centres, 150 company managers and their technicians and skilled workers. Lastly, the strengthening of the partnerships between government and the social partners, but also with the private sector stakeholders in the definition of the road maintenance strategies and operations favourable to youth employment will be promoted. The project's interventions will enable designing a short-cycle certificate course model, creating a dialogue platform between the small and medium size (SME) road maintenance companies, the training centres, the intermediation and youth placement stakeholders to better align labour supply and demand in the sector. More specifically, the project's strategy is based on the development of a youth educational and vocational training and professional integration and road administration project. Enforcement of approaches based on labour-intensive techniques favourable to youth will be encouraged and will enable combining apprenticeship on real-life road maintenance worksites with 6 months academic studies for four cohorts of 100 young people, which makes a total 400 youth. The system will draw from the Mauritanian vocational training mechanism by focusing on skills building for youth, and the enhancement of the maintenance stakeholders of the Mauritanian road network.

Example of employment high impact LIP project

| PROGRAMMES | EXPENDITURE (IN MILLIONS USD) | EXPENDITURE IN % OF GDP | NUMBER OF EMPLOYMENT OPPORTUNITIES | WORK OPPORTUNITIES % OF THE WORKING POPULATION |
|--|-------------------------------|-------------------------|------------------------------------|--|
| NREGA (India 08/2010) | 7 687 | 0.48% | 62.8 million | 9.7% |
| PSNP (Ethiopia 08/2009) | 380 | 1.2% | 1.6 million | 4.8% |
| EPWP (South-Africa 08/2010) | 3 962 | 1,1% | 843 000 | 2.3% |
| KKV (Kenya 2009) « KaziKwa-Vijana » (Youth employment programme), Kenya (18-35 years-old). | 43 | 0.12% | 300 000 | |
| CfWTPEP (Liberia 2009) | 1,6 | 0,7% | 3 600 | 0,8% |
| Jefes (Argentina 2003) | 3 068 | 0,9% | 2 210 000 | 13% |

Source: The role of public employment programmes in national employment policies, Maikel Lieuw-Kie-Song, 2011



M. KINTCHE Alain, person with reduced mobility in his workshop, beneficiary of CEJEDRAO

THE CEJEDRAO PROJECT

An eye-opener on employment in rural areas

On June 10, the International Labour Organization (ILO) unanimously adopted the Declaration on social justice for a fair globalization. The Declaration postulates that the four strategic objectives which are “rights to work, employment, social protection and social dialogue are inseparable, interdependent and mutually reinforcing”. In that perspective, the International Labour Office (ILO) has initiated for West Africa a TREE programme called “Competence Enhancement Project for Youth Employment and Rural development in West-Africa”, with the financial support of the Government of Denmark, the Danish Commission for Africa and the Post-Primary Education Promotion Initiative.

The CEJEDRAO project, implemented in Benin from January 1st to December 31st 2014, under the aegis of the Dakar Office of ILO, has been localized in four administrative divisions: Atacora, Atlantique, Donga and Zou. After five years of implementation in Benin, the CEJEDRAO activities have been implemented in 52 villages spread over 24 municipalities, by means of an innovative approach

which is the TREE (Training for Rural Economic Empowerment – Training for Rural Populations Economic Empowerment Enhancement) approach, and around two current thematic: youth employment and informal apprenticeship. Faced with the challenges of youth employment, employment quality and vulnerability, especially in rural Benin, the ILO, through the CEJEDRAO project, has shown rural young men and women the decent employment

«17.310 direct beneficiaries»

opportunities available in their localities. In so doing, the project proved to be an effective tool to curb rural exodus, and also a process of rapprochement, reciprocal opening and collaboration between men and women; handicapped and non-handicapped; educated and out-of-school; literate and illiterate populations.

TESTIMONIES



30, illiterate, living in Kpakpamè

Mrs ABOUTA

“I used to sell foodstuffs (maize and beans). Thanks to CEJEDRAO, I started selling soybean. To market soybean and its by-products, I bought a motorcycle. Now, I no longer depend on my husband for the household expenses and for the needs of my child”.



Mr SABI Yétchabili

“CEJEDRAO has shown me the way to self-employment and wealth through bee-keeping good practices. I have been able to easily start my activity with the equipment supplied by the project”.

«The CEJEDRAO project has contributed to the fight against unemployment which is becoming more and more rural, juvenile and female in nature.»

With a total coverage of 17310 direct beneficiaries, the project has enabled opening other prospective decent employment to young people in Benin, through promotion of the TREE methodology and the intervention model of informal apprenticeship. Given the induced changes (at individual and community levels) and the economic dynamic created in each of the localities of intervention, the CEJEDRAO project has contributed to the fight against unemployment which is becoming more and more rural, juvenile and female in nature.

The CEJEDRAO project, through its strategy, in this instance the TREE strategy, which was implemented for the first time in West-Africa, has proved to be a successful and efficient strategy, given the positive changes noted on its three lines of action which are: the creation of decent and sustainable employment for youth in rural areas; the improvement of the informal apprenticeship systems and the enhancement of the institutional stakeholders’ skill at national level.

The role of the technical departments in the ministries, the craftsmen’s umbrella associations and the village development committees (VDC), the professionalism of

partner local NGOs and the project’s external collaborators have been critical. Financial support from the Government of Denmark, the Danish Commission for Africa and the post-primary school education initiative has enabled implementation of this project. However, many challenges remain to be addressed in fighting youth and women’s unemployment and vulnerability. Improvement of informal apprenticeship should also be ensured for the communities to make the CEJEDRAO a sustainable experience. As major challenges, we can mention: the sense of ownership, the maintenance and operation of the training, production and marketing centres; the institutionalization of the skills matrices in informal apprenticeship; the adoption of the TREE methodology by youth employment promotion stakeholders in each municipality in Benin, in view of identifying thriving local jobs and supporting youth to perform these jobs; popularizing

and extending CEJEDRAO practices through mobilization of diversified resources, as well as varied technical partners to further consolidate the approach in all the rural communes of Benin. The contribution of all development stakeholders in Benin is essential to support the State in significantly, efficiently and sustainably reducing youth unemployment and upgrading the standard of informal apprenticeship.

The editorial committee would like to thank Mr Michel Grégoire for the documentation provided for this article.

Professional integration of holders of vocational school certificates

Showcasing the ISFP project in Senegal

To face the problem of unemployment and underemployment in Senegal, many young people turn to vocational training or traditional crafts apprenticeship. In spite of this, they have difficulty having access into the production system. To help the Government of Senegal in its quest for solutions to the difficulties of professional integration of youth who had apprenticeship or attended mainstream vocational training, the International Labour Office (ILO) designed and implemented, between December 2007 to December 2012, the project for the professional integration of graduates of vocational training education, known in French as “projet Insertion des sortants de la formation professionnelle (ISFP)”. From the satisfactory results recorded in its first phase, the ISFP project has been benefiting from fund replenishments.



In its first phase, the ISFP project had three specific objectives. The first was to enable graduates from vocational training schools to integrate the economic fabric. The second objective was to help the training institutions develop ownership of the principle of integration into the professional world and hereby justifying the argument of mainstreaming corporate culture into their training curricula. The third objective is aimed at consolidating the sustainability of the CLE and GERME modules in terms of improving the supply side, and structuring the stakeholders' environment. The modules known as CLE (Understanding the world of business), GERME (Managing better your business organization), CREE (Creating

your own business) and TRIE (Finding your business idea) are ILO tools designed for self-employment. The project has been implemented in vocational training schools in the administrative regions of Thiès, Louga, Saint-Louis and Matam. Its intervention strategy was based on a sector oriented professional integration process, the program-approach principle, and collaboration with institutional partners, and provision of support to GERME and CLE players. The ISFP project started with a focus on the priorities of Senegal, ILO and the Grand Duchy of Luxembourg in the area of youth insertion into the professional world. The gender dimension was given as much adequate attention as the sustainability of the outputs of the project.

The project was considered relevant by stakeholders, and it stimulated the interest of the youth, national authorities, the Grand Duchy of Luxembourg, the UNFPA, the Belgian Technical Cooperation, etc., owing to a combination of non-financial and financial support required for it. Some 2500 candidates came out of the schools after training in entrepreneurship skills development; 1985 students trained on TRIE integration into the professional world and 946 in CREE integration into the professional world type of business planning. GERME training level 1 was attended by 683 students. With support from the ISFP project and the integration into the professional world unit, 360 business plans were developed, 177

of which were accepted for funding. Ever since, 101 businesses have actually come into existence. 4.48% of the allocated funds were not taken up by the young promoters for various reasons (renunciation, lack of initial capital contribution, change of address, etc.). In total, 15 heads of training centres and 15 work placement unit managers have taken courses in training engineering. A hundred young girls were sent for training by the UNFPA in the CRETFS of Saint-Louis and Thies; this is an indication of gender mainstreaming at several levels, in so far as the project intervenes in peripheral and landlocked areas and targets boys and girls from disadvantaged areas. Thanks to this project, all partner

«2500 candidates came out of the schools after training in entrepreneurship skills development. 101 businesses have actually come into existence.»

training schools have Units for Professional Integration into the world of work. Furthermore, trainers and youth have enhanced their capacities in creation and management of micro enterprises, and some young people, including young girls have benefitted from financing and have developed their entrepreneurial capabilities.

The second phase, (2013-2016), of the project is incorporated into the technical education and vocational training (ETFP) reform programme initiated by the Government of Senegal. This time, the focus is on eight regions, namely Matam, Louga, Saint-Louis, Kaffrine, Kaolack, Thiès, Diourbel and Fatick. The project's ...

SPECIAL REPORT

→ intervention strategy is based on a continued jobs identification approach. The project provides structured support to the 30 ETFP training schools. This is about providing a mechanism for integration into the professional world, and aiming at self-employment relying largely on the ILO tools (CLE and TRIE, CREE and GERME). Thus it's the first and second years of training that impart to

the learner ideas and skills to develop his/her entrepreneurial culture (CLE). Then, during the last year, he/she leaves the training school after having acquired skills in business creation, carrying with him/her a finalized business plan. From that point in time, he/she has access to services available, via the chamber of trades he/she will be member through a card issued to him/her. This will enable him/

her to have continued access to markets, social protection, loans and information. Of course, such opportunities are actually possible only in collaboration with all the organs involved in the production system. This is why, the ILO, in its Strategy for sustainable entrepreneurship, builds relationships between the training centres, the Medium and Small-size Enterprises (MSEs) created by

the graduates, the local authorities which provide markets and investment incentives, the private sector for investments and the chamber of trades.

TESTIMONIES

Michel Faye.
Director of vocational and technical training in Senegal.

"I commend the ILO's spirit of cooperation and this type of generosity for the benefit of youth. ILO generosity is materialized by the fact that the Organization has given us permission to adapt some modules which were covered by copyright to materials we can integrate into the training centres' curricula, in particular, modules on the TRIE, the CLE and the CREE. These three modules have been readjusted at decentralized level, with the inputs of the pedagogical inspectors at the training centres, to provide for teaching-time in the learners' schedules in these centres. It should be mentioned that this happened through a form of generosity of the ILO. But, it is also a way of saying: let's try to experiment our own approach of entrepreneurial culture in our schools, the training-employment alignment approach. We must do in such a way that young people do not longer say to themselves – I am going to look for salaried employment only. We must truly give birth to that culture during the training course and teachers in the training centres must also be empowered to identify, support and assist these young people to properly set up a business. I believe this is a first experiment in Africa and it is the interest of everyone to conduct it correctly to make it benefit all of Africa if it is conclusive. I have no doubts that it will be successful because sharing at decentralized level is a fact; linkage with the chambers of trade is a reality. What remains is to be able to assess one or two cohorts of graduates from this strategy to be able to say this is how we can adjust the strategy and that it can be transferred to such or such country, etc. This is the implementation challenge of this new ILO strategy".

Oumar Ndiaye.
Inspector at the Academy of Louga.

"I think that it is an innovative project which deserves being supported in a sustainable way, because before its advent, we were doing vocational training without worrying about the future of the trainee. The future of the graduates was not our concern. The consequence was that we trained people who, after training went into technical unemployment. Now, this is what the ILO, and certainly before the ILO, to a lesser extent, the FORPRPFEM have started correcting. In the past, we only focused on training modules, concerns around integration into the professional world came up after the trainees had left school. With these programmes, issues of integration into the professional world and entrepreneurship are mainstreamed into the training modules. It is while students are undergoing the training that we sensitize them about their integration into the professional world, we assure them that we are taking all precautionary measures, making all arrangements to ensure that, immediately after training school, they be able to enter the job market. I am inviting all stakeholders convinced about the relevance of this programme to mobilize for its effective and efficient implementation; to provide for a timely implementation of it, if the project is to escape the fate that befell many well-conceived projects that later ran into difficulty after roll-out.

Joselyne Umurungi.
Consultant ISFP project.

On October 29, 2014, while attending an interactive workshop on the new approach introduced by the Ministry of professional education and the ILO on the topic of solving youth employment problem through the ISFP project, I got to truly realize the effort invested by the government and the institutions to the issue of youth insertion after training. Through the debate and the presentations at that conference, I was able to appreciate their strong commitment to this issue. Before attending such meetings, I was of the view, like most youth disillusioned because of unemployment, that what we see on television and all the plans announced by politicians are just empty words. I can now testify that government and national and international institutions are working to get us out of unemployment. I would wish the youth to be sensitized to imbibe entrepreneurial spirit as advocated by the ISFP project. Majority of African youth dream of getting salaried jobs, but this is not possible because of demographic pressure. I would like youth to be sensitized in developing entrepreneurship spirit, as this is being done with the ISFP project. The majority of African youth dreams of having salaried work, but this is not possible because of demography. I would wish young people to be taught, from early age, entrepreneurship spirit. That way, they will grow with the idea of being self-employed".

The editorial committee would like to thank Mrs Nteba Soumano for the rich documentation, guidance and data provided for this article.



International Labour Organization

Promote full and productive employment and decent work to empower rural communities to achieve their aspirations

For growth, productive employment, income, Good working conditions, equality of opportunity, rights, a voice, sustainable development, resilience to crises, food security



- Integration into national employment policies and decent work country programmes, the promotion of productive employment in rural areas;
- Increasing the voice of rural people through the organization of communities and the promotion of rights, standards and social dialogue;
- Promoting inclusive, employment focused rural development policies and programmes for diversified livelihoods, sustainable enterprises and better integration in supply chains;
- Establishing and extending social protection floors to provide basic income security and access to essential health care in rural economies in line with the Social Protection Floors.



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Senegal

A new thrust of interest in agriculture among young graduates

“The solutions to the recurrent problems in our large urban megacities are to be found in rural areas”. This is the message on the PROCFE’s Facebook page. The PROCFE (Programme des Domaines agricoles communautaires) – the Farm Settlements Programme – is one of the Senegalese Government’s responses to the issue of youth employment in the country. With a total cost of FCFA 100 billion, this programme launched in 2014 is full of promises for young people that our reporter met in full farming activities during the month of October.

The Séfa (southern part of Senegal) Community Farming Estate –(CFE) covers over eighteen kilometers in length and is about ten kilometers wide. It has radically changed face with the launching of the Valley development works. The valley was left uncultivated since the departure of the colonial powers. These thousands of hectares were left untilled by the farmers who did not have the means to exploit them. Our tour of the farms and community lodgings gave us an opportunity to feel a renewal of happiness among the populations,



TESTIMONIES



“I am thinking about the other generation of agricultural technicians”

Aminata Sané. Born in Casamance, in the department of Bignona, Aminata Sané did not know Séfa when she arrived there. Corn was not part of the culture of her Diola ancestors, a Casamance ethnic group. “The first thing that impressed me in the Séfa CFE is the hospitality of the populations who quickly made us feel at home. This integration made our work easy and created bonds with the farmers”. Aminata became conscious of the challenges lying ahead of them: “I am thinking about the other generations of agricultural technicians who will be entering the labour market, we must pave the way for their future integration into the professional world”.

thanks to these three hundred hectares of cultivated land during the 2014 farming season; that being year 1 of the FSPs. “Never before have we seen such large areas of cornfield and as much promise of harvests” says Amadou Baldé, Sedhiou Regional Director for Rural Development (RDRD). Farmers like Abdoulaye Diallo, President of the CFE’s management committee, hope that, with good marketing, they will have a “rich Pakao (local name of the locality) capable of feeding Senegal”. Bakary Demba, a farmer aged over sixty years said this: “for the first time in my life, I will be a millionaire”. He justifies his statement by the yield of 10 tons/hectare that was obtained. He gave, in a very happy mood, a graphic description, and said: “If I harvest ...



TESTIMONIES



“I am not ready to give up”

Abdoulaye Diagne

Abdoulaye Diagne is a genuine sérère. Born in Ndiaré, in the region of Diourbel, he discovers in Séfa a new life, a new culture and a different form of social organization. If he had fears about Casamance when he was signing his contract, such is no longer the case. “I am not ready to give up” he answered, when we asked. In this rural commune of Koussy, where he supervises the farmers, the pre-

vailing atmosphere of brotherliness among Sérères, Diolas and Mandingos is what impressed him most. “We must help the populations ensure they reach their food security objectives in this area where, from the testimonies we heard at our arrival in this village, there was often malnutrition”. Abdoulaye and his colleagues want to become farming entrepreneurs.

→ 80,000 corn stalks, with a minimum of one corn ear per stalk marketed at one hundred francs in the market, I will earn eight million CFA ”.

These results are obtained thanks to support from the Farms Settlements Programmes (FSP) which provided hybrid seeds and the technological backup package. Farmers were supervised by young graduate in agriculture from Senegalese training schools, institutes and universities. These young graduates were awarded contracts by the FSP, thus securing their socio-professional integration. The 47 agricultural engineers will be joined in Séfa by 25 other young people, holders of Master’s Degree 2 in Rural Economics; they would thus supplement the extension

“I am no longer nursing the idea of becoming a civil servant with all the opportunities which exist in the FSPs”.

team for farmers and other beneficiaries; and would help with the implementation of the farmer organizations’ business plans. This graduate student from Gaston Berger University of Saint-Louis never thought he could be working in Casamance (south of the country) one day. In the community lodges within the village of BOC, Mamadou Ndiaye is far from being disillusioned. On the contrary, he sends this message to young people saying: “Agriculture is the future. I am no longer nursing the idea of becoming a civil servant with all the opportunities which exist in the FSPs”.

The Séfa plain (South), the Car Car Valley (central region), Keur Momar Sarr (Northwest) and the

Salémata Valley (East) hosted the first generation of FSPs. Development works of the Salémata fish-farming basins will enable fish production in that mountainous region of Kédougou, where the populations have difficulties getting fresh fish supply. The fish consumed in this region comes from the Petite Côte (Mbour), or Kafountine (region of Ziguinchor). Car Car and Keur Momar Sarr will be the largest poles for market-gardening and livestock production, in addition to fruit production.

300 thousand jobs to be created

The Farms Settlements Programme is a response to the challenge of employment in Senegal, especially, youth employment. This concept which was initiated in 2013,

is based on a dual approach of creating economic competitiveness poles and restructuring agricultural settlements, enabling the development of large estates of 1,000 to 5,000 hectares by a single farmer. This constitutes a true agricultural development pole and a suitable place for the integration into the world of work for young people from rural areas, graduates from training schools (specialized in agricultural trades and related jobs), but also for the promotion of private investors wishing to invest in agriculture in the area of production, processing and extension services.

The Programme will generate over three hundred thousand jobs in the next five years.

Fish-farming, bee-keeping and

«A community farming estate consists of several autonomous farming units (AFUs) covering an area between five (5) and twenty five (25) hectares.»

agricultural activities and the addition of agricultural processing and marketing to the value chain will transform the ten estates into real economic development poles. By promoting the localization in the rural area of various services to farmers (decentralized financial system, trained mechanics, provision of agricultural mechanization and motorization service , etc.), the FSPs is thus responding to the call for development of rural agricultural projects and it constitutes a laboratory for testing the public-private partnership.

A community farming estate consists of several autonomous farming units (AFUs) covering an area between five (5) and twenty five (25) hectares. Each AFU is

managed by a farm enterprise group (FEG) bringing together about fifteen (15) farmers (mainly young people). Based on some affinities and the crops grown, several AFUs could unite and form a AFUs Unions on the basis of some common interests and crops, which could in turn form AFUs federations.

One of the major challenges of this initiative is addressing the double concern of the President of the Republic of Senegal, M. Macky Sall regarding youth employability and their integration into the professional world. The President takes into account the fact that nearly 60% of job-seekers have only primary school education and the only sector that can accommodate such job demands is agriculture.



Green employment

Senegal explores aquaculture

For ILO, “Green jobs encompass the notion of the transformation of the economies, enterprises, workplaces and labour-markets towards a low carbon-emission sustainable economy offering decent jobs”. In Senegal, Government has assumed ownership of the concept of green jobs such that its translation to the context of aquaculture has made it a veritable employment pool. In an interview held on the sideline of a workshop on green economy held in Dakar on November 18th 2014, Dr. Magatte Bâ, Director General of the National Aquaculture Agency (ANA) in Senegal gave a long list of job creation ideas in this sub-sector. According to M. Bâ, the fish farming sub-sector is in full expansion. While agricultural growth stands at 2.5% and livestock breeding at 3%, fish farming enjoys a growth rate of no less than 9% worldwide. He argues that jobs can be created everywhere we find the potential. “Take the River Senegal valley: people practice agriculture and livestock there, but there is also fish-farming, and even the possibility of developing shrimp-farming. The valley has a huge potential. There are areas in that region where young people can be helped into farming jobs and fish

farming” says the ANA Director General. In his view, income in aquaculture or fish-farming in a given space is not comparable to earnings in traditional agriculture or vegetal production. He goes on explaining: “from the farms we visited on the ground, we can have five 1800 m2 ponds, each pond producing 2 tons of fish in six months, with a possibility of two cycles a year. We reach a production of 20 tons. If fish is sold at F.CFA 1,000/ at farm gate, this represents F.CFA 20 million a year in an area less than one hectare. There is no agricultural crop production in Senegal that provides such annual earnings. The others aspect mentioned by M. Bâ is that fish farming also presents more growth potentials, where agriculture faces constraints due to saline land. On saline land, it is possible to establish fish-farming ponds and breed salty water species. Thus these facilities can be located upstream to block the salt and develop vegetal production downstream. Still on the advantages of fish farming, The Director General of ANA declares that “at sea also, with mussel and algae which are on

The International labour Organization (ILO) considers that green employments constitute the key simultaneous response to two important challenges of the 21st century. The first is to prevent climate change and its negative impacts. The second is ensuring social development and decent jobs for all. Such is the spirit of the Green Employments Programme initiated in 2009 by the ILO, and with many protagonists here in Senegal.

«Between 2013 and 2014, the fish farming sub-sector in Senegal recorded the creation of at least 450 direct jobs.»
Dr. Magatte Bâ, Director General of the National Aquaculture Agency

high demand for exports, in places where we face constraints like coastal erosion, it is possible to develop fish farming, costal aquaculture, but also aquaculture on the margins of the estuaries inland and in freshwater areas, with adapted species”. In his opinion, these are the opportunities motivating the National Aquaculture Agency (ANA) to promote, supervise and train the Senegalese people to develop green jobs. Mr. Bâ reveals that between 2012 and 2014, the fish farming sub-sector in Senegal recorded the creation of at least 450 direct jobs. Furthermore, his agency has finalized the development of projects and programmes, the first of which has just been launched for implementation by the Ministry of Youth and Employment. It is the

youth and women’s employment programme, co-funded by the African Development Bank (AfDB). In this programme, there is a F.CFA one billion two hundred million fish farming sub-component which will enable the Government of Senegal to construct 90 production farms in the coming three years. “This is an important potential for jobs creation...” says Magatte Bâ in ecstasy, “and this is only the beginning...” he adds “because, we are also examining how we could implement the projects and programmes we have finalized at ANA. If you consider the complete portfolio of projects that we have developed for financing, this represents no less than F.CFA 30 billion”. The fish farming sub-sector features among the flagship projects of the Plan for Emerging Senegal (PSE), with a production target of 50 thousand tons of fish and the creation of 20 thousand jobs by 2018. For that purpose, the Ministry of Finance has planned in the Priority Support Programme (PSP) F.CFA 11 billion for the Aquaculture Accelerated Development Programme.

Mao MAR, President of the social, training and employment Commission of the employers’ federation of Côte d’Ivoire (EFCI)



“Job creation will inevitably rely on revitalization of the economic activity”

Like all countries in West-Africa, access to employment is the main concern of the Government of Côte d’Ivoire. To respond to this challenge, the country’s private sector advocates the revitalization of the economic activity via the creation of a conducive business environment, in particular, the establishment of a fiscal policy that promotes economic growth and facilitates access to financing and public procurement to domestic businesses. Interview with the permanent secretary of the Social, Training and Employment Committee of the Employers’ Federation of Côte d’Ivoire (EFCI).

Mr Mar, would you please like to introduce your Organization?
The Employers’ Federation of Côte d’Ivoire (EFCI) chaired by Mr. Jean KACOU DIA-GOU, is the most representative employers’ union in the private sector in Côte d’Ivoire. With nineteen professional organizations and associations, the EFCI has over 1,500 member companies covering all the sectors of the economy in Côte d’Ivoire. The core mission of the EFCI is to promote and protect the general interest of private sector and its related entities; defining and publicizing its members’ views all topics related to company life so that they benefit from a favourable legislative and regulatory environment; to contribute to the sustained improvement of company competitiveness; contribute to the improvement of internal social dialogue with trade-unions and Government authorities. Coming to representativeness, the EFCI is the number one interlocutor of the Government of Côte d’Ivoire, and

of the development partners on all issues of economic and social concern, as well as issues related to the development of the country.
What is your diagnosis of youth employment in Côte d’Ivoire?
From the 2013-2014 employment survey results, the labour market is characterized by long-term unemployment. Unemployed people have a preference for permanent, full-time employments in the private sector. Regarding jobs search, the preferred approach is usually personal relationships and direct recourse to employers contrary to the use of institutional channels. Between 2011 and 2014, a cumulated number of 242,987 jobs were created in the public sector against 208,000 in the private sector. Trade and the manufacturing industry in the private sector, as well as health in the public sector, have the highest rate of employment generated during the month of June 2014. In spite of these data, some of which seem questionable, in particular, the

unemployment rate, Government says that six million people, including youth are confronted with employment issues. Access to employment, in particular for youth, remains the main concern of public authorities. To respond to the challenge, Government has adopted a national employment policy, and has positioned the private sector as the engine of jobs generation. The diagnosis of our system shows that the supply of technical and vocational training suffers from an inadequate and sometimes confused institutional environment. Training is not adequately guided and managed in collaboration with the productive sector of the economy.
• Regarding specifically the relationships between the educational system and its environment, the diagnosis highlights the following elements:
• The mismatch between training and employment (the training system is not addressing the needs of the productive sector and of the society;



EFCI-ACADEMY 2014

- The training system driven by jobs supply and not by actual demands;
- The absence of a structured partnership between the education and training sector and the professional world;
- The absence of appropriate responses to the informal sector and to the skill needs of stakeholders in the agricultural sector (which represents however 90% of the national assets);
- While many young graduates are unemployed, or looking for their first employment, which is hard to come by, enterprises are looking for skilled staff in the same professional sectors, and cannot find them either.

Thus, the trainings are conducted in total disregard

of the actual needs of the productive sectors, which themselves have not always been able to express their needs.

How do we then make a more understandable presentation of the productive sector's needs in terms of required job qualification?

How do we get the appropriate training response? To respond to the shared needs of both the private and public sectors, an ambitious reform of the technical and vocational training system has been initiated, in collaboration with the Ivorian private sector and the Consular Chambers. This has resulted, on October 23rd 2009, in the validation of the six focus areas of the

reform (Access to Training; Training Offer; School-Enterprise Partnership; Integration into the Professional World; Skills Certification; and the System's Governance) and in the signing of a partnership agreement.

What is the involvement of the private sector in youth employment in Côte d'Ivoire?

The private sector's involvement in the implementation of the policies and programmes is derived from the 2013-2015 National Development Programme (NDP) for which employment constitutes the priority. According to Government, the private sector should play a leading role in the NDP implementa-

tion. The level of investment expected from the private sector over the 2013-2015 period amounts to about F.CFA 5,325 billion as against F.CFA 4,185.6 to be mobilized by the public sector. While for the EFCI, it is true that job creation would inescapably go through economic revitalization; nonetheless, appropriate responses to some of the private sector's concerns would encourage a strong and sustainable employment-generating economic recovery. These responses include, among others, the clearance of the outstanding domestic debts and repayment of VAT tax, the creation of conditions for greater involvement of the private sector in the framework of the implemen-

«The sectors of renewable energy, reforestation, waste recycling and organic agriculture are good sources of employment generation.»

tation of the various State's programmes, access to financing and public procurement for domestic companies, especially SMEs, the establishment of a fiscal policy which promotes the development of the economic activity and the transformation of the potential which the informal economy represents. Moreover, faced with a high unemployment rate, especially among youth, and the challenges of economic recovery, the Ivorian Employers have set up in 2012 a forum called "EFCI-ACADEMY", the primary objective of which is to encourage "entrepreneurship vocation for inclusive growth". The topic of the first edition of this forum was "the innovative and alternative funding mechanisms". The topic of the second edition was: "Undertaking in Business", and finally for the third edition, the topic was: "One entrepreneur, One Project". These initiatives have mobilized in three years nearly six thousand participants. Six young project promoters received awards during the 2014 edition.

How do you see the future of youth employment in Côte d'Ivoire?

The private sector is capitalizing on the exploration of new employment opportunities and the urgent need to transform the rural economy, on the development of skills and qualifications as initiated in the reform of vocational training, higher education and scientific research.

The EFCI would like to share its vision on the necessity to develop green economy in order to create new employments and thus, bring down unemployment.

The sectors of renewable energy, reforestation, waste recycling and organic agriculture are good sources of employment generation. The State will have to create the conditions and adopt incentive measures favourable to private initiatives in green economy promotion.

Besides, in spite of the emergence of new economic sectors with high value addition, agriculture continues to play a major role in the GDP.

However, one has to note that this sector experiences very little evolution, I mean, with regard to the transformation that it would require to be able to truly play its role as a source of employment.

Such is unfortunately the situation, because this rural economy continues to be characterized by old-age farming methods. Farming methods that elderly people can no longer continue to practice and that youth cannot adjust to.

It seems to us that the development of an industrial sector aimed at providing added-value to our agriculture has not received enough attention as potential source of jobs generation. We should also promote youth employability, through a strong and competitive economy, capable of creating wealth and generating employment.

To respond to this challenge, employers advocate the adoption of a competitiveness model based on skills development, a key factor for company performance. Thus, human resources qualification should be priority for all: the State, the companies, the educational and training system and the social partners.

Beyond the reform of vocational and technical training and the reform of higher education and scientific research, the EFCI

plays an important role by sitting in the institutions which conduct these reforms, as well as in the management boards of universities and some of the higher education institutions.

What measures of support do you expect in your efforts to promote sustainable jobs for the youth?

Improving work environment remains a major challenge. Jobs creation by business organizations must be guided by a flexible oversight standard (legal or even regulatory instruments) duly cognizant of fundamental workers' rights. In that respect, the new Labour Code being revised must create a climate of competitiveness among the businesses. It should not be too rigid, because labour law should not kill the right to employment. On the contrary, it must also guarantee worker's social rights, in particular, freedom of association, rights to organize and to collective bargaining.

The labour environment must also be subject to oversight from a labour administration endowed with enhanced resources enabling it to ensure compliance with the labour legislation.

Our approach should be such as to enable enhanced social dialogue framework to prevail both at business enterprise and national levels, with a view to preventing or settling social conflicts. In this respect, the company' agreement on social stability, productivity and competitiveness for an economic recovery, signed on May 1st 2009 between the Government, the Employers and Associations of Trade-Unions offers a social truce framework, which reinterpretation is necessary to strengthen trust among the stakeholders of the labour world.

In addition, it will be necessary to put in place a labour market information system which provide visibility between jobs offer and demand, and also, facilitate a greater synergy of actions with Government institutions in charge of employment promotion.

Kwasi Adu-Amankwah

Secretary General of the African Regional Organization of The International Confederation of Trade-Unions (Africa)

“Greater attention should be given to the manufacturing sector”



Based in Togo, the African Regional Organization of the International Confederation of Trade-Unions was founded in 2007, following the merger of two former African trade union organizations, namely ARO-ITUC and ODSA. It has 16 million registered members and 94 affiliate trade-unions associations in 48 African countries. In the framework of this special report, we have requested this interview with the ITUC Africa Secretary General, Mr. Kwasi Adu-Amankwah, to obtain his organization's viewpoint on youth employment in West-Africa.

Mr Kwasi Adu-Amankwah, if you were asked to give an analysis of the youth employment challenge in West-Africa, what main issues would you have highlighted?

The economic policy has unduly focused on GDP growth, inflation, international reserves and other macroeconomic indices, without targeting employment creation. Decision-makers in our economies continue to wrongfully think that once a certain level of GDP growth and price stability (usually, one digit inflation) are achieved, employment creation would follow automatically. There is a decline in public sector employment, coupled with expenditure cuts and net freeze of the employments in the public sector. Yet, in West-Africa, the potential for employment creation in this sector is enormous to respond

«While admitting a number of youth employment policies have been adopted in West-Africa, their implementation remains a challenge.»

to the significant public service deficits; these needs include more teachers to increase the quality of education, health and sanitation workers to avoid epidemics, police forces/military to guarantee security and others. In some areas, the incentives offered by the private sector are rather low and consequently would require direct intervention from the Governments.

The inability to create a growth driven private sector, the lack of support measures, the infrastructure deficits, trade policies and other constraints have limited the growth of the private sector in West-Africa and, by implication, the creation of decent labour. In West-Africa, the growing private sector consists of extractive industries, which often are enclaves, with limited links with the rest of

the economy. Poor educational results and inadequacy of skills are also partially responsible for the youth employment challenge in West-Africa. The private sector, especially in extractive industries, still depends on expatriates for a significant number of jobs.

In a message delivered during the celebration of the Decent Work Day on October 7th 2014, ITUC-Africa declared that: “The crisis and inability, or lack of Governments’ political will to boost employment and growth has had a particularly powerful impact on youth”. What are the facts that lead you to this conclusion?

First, in the wake of the crisis, the initial response of majority of Governments was denial, declaring that: since the West-African



economies were not entirely pegged to the global economy, they were isolated from the crisis.

Second, and following the above, most West-African Governments did not have a response plan to the crisis. The response was: nothing has changed. Consequently, even when some sectors of the West-African economies were affected by loss of earnings from global demand, there was no policy intervention in an attempt to preserve employment.

Generally, regarding West-African youth-employment public policies, are there in some countries successes and/or good practices which we can mention?

While admitting a number of youth employment policies have been adopted in West-Africa, their implementation remains a challenge. Operational and funding

challenges have hindered achievement of the desired objectives of youth employment policies in West-Africa.

In addition, most of these policies have been a burden on the Labour Market Active Policies (LMAP). What West Africa actually needs is macroeconomic policies that create sustainable employment. Transition from these LMAP is thus a challenge.

In the same declaration referred to earlier, you said “it is urgent to adopt a geographical and sectorial distribution of the employment strategy”. Could you be more explicit and tell us how we should implement that strategy?

There is need for a clearly specified programme on public sector labour intensive works, especially in infrastructure development.

«One of the challenges associated to employment in West-Africa is the lack of up-to-date labour market information systems.»

Youth employment policies must target and channel economic resources toward specific geographical localities. This would contribute to solving the issues of labour migration. Greater attention should be paid to the manufacture sector to enable it to grow and create jobs.

Besides conclusions and proposals, what is ITUC-Africa doing regarding youth employment in West-Africa?

Appeal for a better labour market information system in West-Africa. One of the challenges associated to employment in West-Africa is the lack of up-to-date labour market information systems. This has made evidence-based interventions difficult.



Patricia Zoundi Yao, Quickcash managing director

The itinerary of a women company manager

“When I decided to create QuickCash, I did not have a penny in my pocket” says Patricia Zoundi Yao, QuickCash Managing Director. Today, this money transfer company of this young Ivorian is thriving and has the ambition to become a multinational firm with the objective of covering all of Africa. The itinerary of Patricia Zoundi Yao should be emblematic for any young person looking for employment, or afraid of embarking on self-employment. This is the reason why we have decided to tell you her story, hoping she will be a role-model to many.

It is under the shadow of her mother that young girl Patricia made her first steps in entrepreneurship. At primary school, she takes advantage of summer vacations to accompany her mother touring the market places and villages of Côte d’Ivoire to propose goods for sale. She learnt how to sell under her mentoring. She used to sell fruit juice (ginger and tamarind) sachets, plastic buckets, child clothing, school supplies, telephone recharge, etc. Her love for trading has continued flowing in her veins and mind until she reached university. Alongside her university studies, she was selling assorted goods on campus (attiéké, plantain banana, cosmetics, jewelry...).

Holder of a Masters’ Degree in Business Law from the Faculty of Law and Politics of the University of Ouagadougou in Burkina Faso in 1999; then she got confronted to a harsh reality: lack of job. On leaving this world, her mother left her a store. She operated it for three years before her uncle called upon her to help him develop money transfer activities of a famous multinational firm in collaboration with a bank based in the country. “It is this way that I was able to enter the world of money transfer” Patricia tells us. “Afterwards, I created my own registered company which traded in money transfer products in 2006. That experience has not been a big success, but it has enabled me to learn lessons, to understand the market’s competitive environment in order to better take a new start”.

“The profile of a successful entrepreneur is that of a person who has encountered failure repeatedly.»

Indeed, that experience enabled her to note that the money transfer platforms which then existed could not operate in rural areas because of constraints such as lack of electricity and the absence of internet. To make their transactions, the rural populations had to travel long distances, sometimes two days. In addition to this, there was insecurity on some road segments. All these contributed to making money transfer a luxury for the rural world.

It is to solve that problem that Patricia made the decision to set up in 2010 the QuickCash money transfer company. With much pride, she gives an account of her beginnings: “When I took the decision to create QuickCash, I did not have a penny. I remember that for the incorporation of the company, I paid the notary fees on credit (let me point out that I thank the notary for granting me that exceptional favour). My initial fixed-assets were a second-hand computer, which I bought at F.CFA 60,000 and a F.CFA 10,000 mobile phone. We did not even have money to pay office rent and we worked in a shed at home. You can image that in such a situation I could even not talk about salaries with my collaborators (I started with two employees)”.

The context of her beginnings was hard and competitors were fierce. Being conscious of their limits, Patricia and her team segmented the clientele,

identifying a precise target they know perfectly well and which, quite often, is left aside: the rural world. They developed thus their business model in close collaboration with the rural communities, which are full stakeholders of their operations.

Coming to communication on their product, they decided not to use the same channels as other money transfer companies because they had very limited financial resources, if not, none at all. They developed their own marketing identity, making it very close to the culture and customs of rural populations. Beyond these strategies, Patricia adds that she hired a young and dynamic team, which though having (98%) their first professional experience, has always loved keeping up to challenges and has never given up in front of any kind of difficulties. She does not forget her husband’s support and encouragement and, as a very religious person, “God’s help, without which nothing would be possible” she says.

As it is often the case with such companies, capacity-building, especially in the area of business management, negotiation techniques and social dialogue is of crucial importance.. This is what Patricia confirms through these words: “You know, in three years, our staff grew from 2 salaried workers to nearly 50. It is obvious that if you do not have the necessary tools, you will not reach such results, in spite of all your goodwill. This is why, at QuickCash, we give much importance to training. For example, with the training we had in social dialogue, I understood that the quotation by Jean Bodin saying there is no greater wealth than people can turn into nightmare if you cannot exchange idea, negotiate and build a dialogue with your business partners and all stakeholders in your business. That training has mostly enabled me to have a positive perception of conflicts and draw benefits from them whereas such was not the case before. In-house implementation has enabled us not only to develop good practices, but more importantly to have a closer-working and more united team around me to lead the big battles. We have been invited to share these good practices during international forums such as: the Lille International Forum on Responsible Economics and the World Human Rights Forum in Marrakech, in Morocco, next to major multinational companies”. In terms of capacity-building, Patricia has attended many management trainings (especially the Dale Carnegie sessions). She is also

holder of Mediation Degree from the IFO-MENE (Institut de Formation à la Médiation et à la Négociation) of Université Catholique de Paris. – The Mediation and Negotiation Training Institute of the Catholic University of Paris. She also attended a social dialogue training organized by the ILO with the Turin International Centre.

Today, five years after its creation, QuickCash operates in Côte d’Ivoire, Burkina Faso and Niger, and does not have any intention to stop with such good results. Its objective is to cover the entire West-African region first, before conquering the entire African continent. When we asked her to deliver a message to young people in the sub-region who want to embark on entrepreneurship, Patricia refers first to the definition of entrepreneurship according to Professor Yunus Muhammad, the 2006 Peace Nobel Prize and founder of the Grameen Bank, whom she had the privilege of meeting in October 2014 at the Lille International Forum on Responsible Economics. That Bangladeshi entrepreneur, called the “banker of the poor”, defines the entrepreneur as someone who confronts a problem in society, bringing solutions. The solutions being sold out should be profitable to ensure sustainability, which will contribute to creating employment and changing citizens’ lives, while paying attention to the environment. “Hence, I tell myself, there are so many problems to solve in the society in Africa that all youth should become entrepreneurs. I admit money is important to start in business. But we should not always take lack of financial means as an excuse never to venture anything. We should always start with what we have.

That’s good to have great ambitions but one must always start small to reach the top”. According to the QuickCash General Manager, all the corporate business leaders that we admire around the world started from scratch. She insists, people should persevere and not hesitate to start afresh in case of failure because “the profile of a successful entrepreneur is that of a person who has encountered failure repeatedly. The only difference is that he/she has not given up but has continued to forge ahead. Lastly, it is important to have continued training and a good team, because a General without an army does not win a war”.



Djibril Ngom is holder of a Doctorate Degree in Economics (Université de Paris II). He is also holder of an MBA in Finance and International Management (HEC Montreal). He is an expert in macroeconomics, finance, corporate life and specialist in economic and social policies, and has over 30 year experience in business development, projects management and financial and social engineering. He has been appointed Minister of Employment and Budget, Director General of the Port of Dakar and Managing Director of the Chemical Industries of Senegal (Industries Chimiques du Sénégal). He has been exceptionally awarded the decoration of Commander of the order of Senegal in 1998, the Grand Officer of the French Legion of Honor in 1993. (Commandeur de l'ordre du mérite sénégalais en 1998 et Officier de la Légion d'honneur française en 1993) Mr. Ngom has also had robust experience as a lecturer at the University of Dakar and in Business schools where he mentored scores of graduates. He is a Director in several companies and is an international consultant. He is giving us here expert opinion on employment issues.

Djibril Ngom, Employment expert

« *My suggestions toward the reduction of youth unemployment* »

Mr. Ngom, could you please give us a brief reminder of your experience as expert on the issues of employment?

My experience of employment issues did not start with studying about and developing employment programmes focusing on youth, or designing national policies on the matter. It started in 1987, when I was appointed Delegate for employment in Senegal. Indeed and innovative experiment, appointed special commissioner on employment in Senegal. Indeed, subsequent to the harsh structural adjustment programmes, it was decided to introduce measures to mitigate the social impacts of the real and monetary sectors adjustments. President AbdouDiouf created the DIRE (Commission for labour market insertion and reinsertion, and employment generation) under the direct authority of the Office of the President. In order to provide the highest possible institutional linkage, the Special Commissioner was ranked as and called a Minister. You will note that nowadays, more than in the past,

the institutional linkage with youth employment management organs is still tricky. With the DIRE, I had initiated in 1987 the Fonds national de l'Emploi (FNE) - National Employment Fund - to finance self-employment. This is the mechanism that set the pace for all similar funds that exist in Africa today. To buttress this, in Cameroon and Tunisia, it is the FNE acronym which continues to be in use. I later got appointed as the Minister in charge of the Budget, then Director General of the Port of Dakar and lastly Managing Director of the largest company in Senegal, the Chemical Industries of Senegal (Industries chimiques du Sénégal). I have always remained influenced by my passage in the Department of employment. Thus, in 2003, I set up the Poverty Alleviation Support Project at the ICS (PALPICS) with a USD 500,000 annual fund, piloted by the ILO and the UNDP. The PALPICS has an employability and micro-projects funding component In 2004, I started providing consultancy services

in many countries to help establish youth employment generating programmes; and I participated in the process of designing national policies and cross-cutting integration of the employment dimension into economic development, and into projects and programmes evaluation in Mali, Burkina Faso, the Democratic Republic of Congo and lately Côte d'Ivoire.

How is the youth employment challenge experienced in Africa?

The problem of employment in general and more specifically, youth employment show the same indicators everywhere, with the same difficulties, whether in Africa or elsewhere in the world. The challenges, due to variations and nuances, result from the fast growing demography in West-Africa in the context of an economy unable of providing adequate responses through massive jobs creation. And when these jobs exist, they do not match the existing demand on the labour market. In short, issues as varied as employability, skills development and growth friendly employment remain unsolved. Hence, promotion of decent jobs for youth is confronted many internal and external challenges at the institutional level and within the youth themselves. These challenges are related to the design and backup of the organ; the

mechanisms for its integration into macro-economic sectorial policies; and shortcomings in the field of applied research. From countries I visited, and based on my knowledge of the labour market, many challenges lie on the way of policy-makers, and these include: : limited knowledge of the issue of youth employment; the absence of a shared vision of youth employment promotion; the weakness of the vocational and technical training system; difficulties for financing the initiatives; institutional instability and institutional linkage ; the absence of technical and vocational skills that match the needs of the labour market. Still in relation to the challenges decision-makers face, there is limited entrepreneurship culture ; the weak managerial capacities of young entrepreneurs ; the mainstreaming of the gender dimension in youth employment policies ; limited access to information on the thriving sectors and business opportunities ; the public procurement system that does not integrate the job creation criteria ; and finally, the levels of exemptions and tax credits for companies that make so much efforts to employ or host

young boys, or girls as interns. Today, it is more than necessary, in each country, to improve on the opportunities to promote economic potentialities in order to find an adequate response to youth unemployment. This is why the promotion of youth employment is now the major priority of the African Government, especially as in 2004, the Summit of the Heads of States in Ouagadougou made it a priority for the decade. The employment creation strategy, through its income generation dimension, is the ideal poverty alleviation instrument. It is and should be one of the priorities, in the same ranking as rural development, gender equality and women's empowerment, and the promotion of the private sector. All Governments have tried, with varying degrees of success, to translate its cross-cutting dimension in the various development plans or poverty alleviation strategies.

What's your analysis of the employment policies in West-Africa, focusing on their capacity, or lack of it, to respond to the thorny issue of youth employment?

It has often been noted that several public and private

«The impatience manifested by the various stakeholders has led to some essential stages in the process of establishing employment programmes being skipped.»

sectors players intervene in employment promotion. These are stakeholders from the public sector, the private sector, the civil society, as well as youth organizations that have engaged in and continue to implement various initiatives. The low capabilities of these stakeholders make the achievement of their mission or mandate rather difficult. And the diversity of these stakeholders does not create the conditions for optimal benefit of their actions. Furthermore, the multiplication of "Funds", which in one form or another, provide public financial support to self-employment-focused projects, create some confusion that is detrimental to the development of a robust network of institutions funding self-employment. Generally, income generating activities, as well as self-employment and poverty alleviation initiatives through decent revenues are implemented by young people, youth associations or groups, women's associations and cooperatives. But, in all probability, these promoters are not informed of the existence of such mechanisms, or cannot access the various training or financial programmes for reasons of eligibility, e.g.: lack of guarantee, non-compliant applications inability to present a business plan, non-profitability of the activity, etc.



→ The conclusion is that a good number of stakeholders involved employment promotion are confused with regard to their roles and responsibilities in terms of training, management, as well as funding. In the specific area of skills building and employability improvement, national capacities to contribute to the development of policies centred on youth employability and skills enhancement are either very low, or insufficiently developed. Regarding the strengthening of entrepreneurial skill, countries do not often have certified or registered trainers using internationally-tested and proven training modules. ILO would increasingly have to play the role of provider of technical backstopping and advice.

«The conclusion is that good number of stakeholders involved employment promotion are confused with regard to their roles and responsibilities in terms of training, management, as well as funding.»

The impatience manifested by the various stakeholders has led to some essential stages in the process of establishing employment programmes being skipped. And as you know, the risks mapping in entrepreneurship starting from the identification of the entrepreneur and his/her idea, then his/her training background, the writing of his/her project document, financing and monitoring-evaluation, all have to be managed rigorously, and each critical point has its importance.

Could you suggest directions which could give concrete results in the field of youth employment promotion in West-Africa?

Guidelines for an efficient management of employment creation for

young boys and girls shall include, and not limited to, six lines of action which I may mention. Action one is the realization of synergies and collaborations among all the stakeholders that intervene directly, or indirectly, in youth employment generation (programmes, projects, institutions, ministries, funds, etc.), through platforms of services, with the purpose of optimizing the use of the available resources. A mechanism for oversight, support and evaluation (coordination boards, presidential councils, steering committees) and monitoring-evaluation instruments of the various income generating actions, both at national and local levels of the various sectorial ministerial departments will have to be set in

place. Consequently, accountability on the employment dimension of Government's programmes and projects becomes one of the key assessment criteria of the success of sectorial projects'.

Action two would elicit the argument that the "Employment" criterion should be given greater significance than is currently the case in the public procurement procedures in our countries. So a preference consideration should be introduced on grounds of employment generation in the bids for government financed contract, beside considerations such as the lowest bid. It should clear that introducing this preference consideration should not alter the quality of the works to be executed and the quality of the public infrastructure and equipment. Efficiency and optimum performance should be sought at all times.

Action three: given that government investment programmes with domestic or external funding do not adequately factor in the employment consideration, and where they do, the jobs generated are not accounted for, a new vision should be adopted to make employment a topmost consideration in economic policies.

This implies an adjustment of the macroeconomic and sectorial policies to make them to focus more on labour intensive investment (LIP) Thus, employment generation should be at the core of macro economic policies for sectorial and government investments. Above all, this implies that part of government investments should be channeled to sectors and projects likely to impact on employment, while giving due consideration to viability. This way employment ceases to simply be an outcome of the various economic policies, and

«Funding allocated for the definition of policies and the financing of self-employment should be seen as an invested fund, and not operation funds; it should be for the promotion of a new generation of entrepreneurs in Africa.»

will have to be perceived as a key determining factor of wealth and values creation.

Action four, the various funds in support of employment creation initiatives should be merged; there should be provision therein for various windows for the financing of specific initiatives such as rural employment, microcredit, bailout of business in crisis, micro-finance. There will be need to merge the various employment generation initiatives support funds and create counters within them for the financing of specific initiative through counters for rural employment, microcredit, the refloating of companies in difficulties, microfinance. In that framework, we should have the minimum number of units within dispersed ministries and get a proper focus on the employments generated.

Action five. I propose the coherent provision of financial and non-financial services and products to support and guide youth economic inclusion. This should facilitate their access to information, documentation, training and support and supervisory services for the achievement of their initiatives, and contribute to growth and development through alleviating the poverty of these youth.

Action six and last proposal is about consolidating the information mechanisms and improving market transparency. This is a critical component in so far as it is going to be the key channel of the expression of human resources needs of all the enterprises. For this purpose, it will be necessary to strengthen the oversight capacities to monitor the trends of labour supply and demand, the evolution of the labour and employment market, the issues related to the development of enterprises, of the

labour sectors and of the impact on economic growth. We will need regional and sub-regional relays endowed with modern management tools such as data and cyber centres to have job-seekers needs processed on line and under conditions of full transparency.

Can you mention cases of successful youth employment promotion strategies in West-Africa?

I do not think that for employment generation or promotion strategies one can say that such or such initiative would a success or a failure. There have been several attempts with variations in the countries visited. Many innovations have been attempted, with successes and failures, and often limited results. I often like telling authorities during our meetings that funding allocated for the definition of policies and the financing of self-employment should be seen as an invested fund, and not operation funds; it should be for the promotion of a new generation of entrepreneurs in Africa. This is the price to pay considering to the huge work ahead. Consequently, it would be pretentious to say that in West-Africa there has been an experience that would tagged more successful than others? Many attempts have been made, each action with its successes and limitations. We should above all avoid using youth-focused employment generation as a propaganda tool. Let's try to propose new methods to overcome the crisis, because African youth are still extremely worried! We need a new citizenship awareness, which will be the bedrock or better still, the fertile ground for sound policies for creation of sustainable decent work for the youth.

Seydou Sissouma,

WAEMU human development commissioner



“Treating employment as an economic policy objective”

A year ago, on January 10th 2014, the West-African Economic and Monetary Union (which groups Benin, Burkina Faso, Côte d'Ivoire, Guinea Bissau, Niger, Senegal and Togo) celebrated its twenty years of existence. That anniversary occurred in a context in which the Union has established a robust and operational institutional architecture, initiated key reforms and set the regional space on the rails of concrete achievements to the benefit of the populations in order to ensure visibility and credibility of the regional integration process. Today, while the Union is consolidating its achievements, it has yet to address key challenges, which include peace, security and youth employment. Mr Seydou Sissouma, the Human Development Commissioner who is the authority overseeing the Union's health, gender development, culture, higher education and vocational training policies is sharing with us the Union's thinking on the key challenge which youth employment represents.

Mr. Sissouma, the issue of youth employment remains worrying in West Africa. Has the WAEMU done any diagnostic study of the problem? If yes, what does that diagnosis say?

For over ten years now, the Commission has been paying special attention to employment, and specifically youth employment. Even if it is not compelled by the Treaty to make employment a policy matter in the Union, the issue remains crucial in the

programmes it implements. Consequently, the vision of all of the Union's interventions in support of higher education and training systems aim at developing the human capital, which is known as one of the major instruments to fight unemployment. I will deal with that aspect later. But to answer directly your question, the Commission has just finalized a comprehensive study on employment

«Within the WAEMU space, the higher your degree is, the lesser the likelihood of your finding a job»

policy and monitoring of unemployment in all the WAEMU member countries. The conclusion is that if we stick to the unemployment methods defined by the Labour Statisticians International Conference (LSIC), the situation of several of the Union's member countries would near full employment (Less the 3% unemployment). It goes without saying that these rates are far from reflecting the intuitive knowledge that we have of our daily

realities. That is why we are more focused on the structure of employment than on the unemployment rate as such. On that specific issue, the study says the situation is far from brilliant within the Union. Employment is characterized by a very low rate of salaried employment (on average, only 12% of all jobs are salaried) and a domination of self-employment or work within households (up to 70% in some countries). When we continue the

«Union's interventions in support of higher education and training systems aim at developing the human capital.»

analysis, we note the predominance of the informal sector as the space of occupation of people declaring they are employed (78%).

This observation is confirmed by the disaggregation of unemployed persons on the basis of educational level. The rate highlights that within the WAEMU space, the higher your degree is, the lesser the likelihood of your finding a job. This clearly shows that our space is characterized both by very low availability of quality employment and the inability of training to enhance the employability of the graduates produced by the system.

What is the view of the WAEMU on that issue?

For the WAEMU, response to the issue of employment should not be sectorial. The design of employment policies and programmes conducted solely at sectorial level cannot bring sustainable solutions. Employment is a crosscutting issue in the economic contest. It should then be understood as an economic policy objective. This is the reason why the WAEMU Commission is more and more insisting on this issue in its economic policy recommendations. Within the countries, it is necessary to set the employment growth objectives at the moment the economic policy choices are made, and have these objectives drive all sectorial policies, especially during the development of the major investment programmes. In addition, the Union's efforts to guarantee our member-States sustained growth, attract productive investments, improve the business environment, create a true regional market, facilitate the movement of goods and people, develop the human capital and provide it with means of empowerment, are critical contribution to improving the situation of employment.

What actions is the WAEMU conducting, or plans to conduct to help Member-States put in place decent employment providing policies for youth?

The WAEMU has many leverage options. Generally, we pass laws and adopt guidelines aimed at improving the business environment. The Union ensures that it can help the States respond to the legitimate needs required for the well-being of their populations.

More specifically, the objective of the laws of the Community is to encourage member-States to introduce reforms and adopt measures that lead to greater efficiency. Such is the case of the laws passed in various areas aiming at ensuring better coordination of the policies. The series of guidelines on the right of establishment in any of the Union's member-States aims at facilitating the mobility of expertise and labour within the entire community space.

In the areas of higher education and training, Community guidelines and decisions have been adopted. The objective of LMD (Bachelor's, Master' and Doctorate Degree) Guideline, by which the Union invites member-States to adopt a new architecture for their university degrees, is to help bring about the necessary changes to ensure greater relevance of the training systems. Another lever is the community programmes. Passing a law, however necessary, is not always enough to guarantee the desired changes. Thus to help member-States to reform, adopt the best practices and enhance the

capacities of national players in the implementation of sound policies, community programmes are implemented. Such is the case of the big higher education support project spearheaded by the Commission and funded by the African Development Bank. The project has thus supported the establishment of consultation mechanisms between training institutions and the world of work to promote the sought dialogue. In fact, within the framework of that project, the Commission is currently conducting a reflection on the North-American concept of community colleges which constitutes good illustration of what successful collaboration between the professional world and training systems can be with a view to enhancing the employability of graduates. The outcome of that thinking should serve as a lever for the launch of a large support programme to innovative training systems. To assist the Union's member-States Ministers in charge of employment and vocational training, the Commission has been supporting, for four years now their consultation framework. That support enables the Ministers to speak to each other, share views on their practices, initiate joint operations and above all, mutually strengthen each other, and thus fulfill their central role in the field of employment promotion.

Friar Godfrey Nzamujo,

Director of the Songhai centre

A priestly love for Africa

We are in the early 80s. Drought and famine are plaguing Ethiopia,

and it is virtually the only topic international media are broadcasting when talking about Africa. From California where he is completing an academic stay, Godfrey NZAMUJO, an American citizen of Nigerian origin (West Africa), laments this vision. Deep in himself, he knows that Africa is actually truly rich because of its huge environmental and human potential. He knows what he is talking about, as he has just finished his studies in physics at Loyola Marymount University in Los Angeles, California, the University of California at Irvine and the International Institute for Advanced Studies. «These studies have opened my eyes and doors into a new world, he said. I studied IT and electronics, then microbiology and development sciences. After having completed my studies and earned several doctorates, I started a career in teaching and research.» So he starts to think about the future of his continent of origin; according to him, the continent became very poor



because Africans are no longer able to deploy the inner forces that can help them channel their potential to acquire goods and services that correspond to their needs and desires. He believes that his Africa is not the continent of poverty and all the evil perceived from the United States in the 80s. He decides to show his African brothers how to value the potential that the continent was endowed with and also to show the world the other face of Africa. «How am I going to do this if I

«If you destroy somebody else's life, you destroy yourself.»

am totally outside the continent?», he wonders. He resolutely thinks that he has to be inside to make things happen. He then reached the time for him to set projects and personal development plans aside. Rather, he committed himself to an ambitious project: the new African society. This put an end to his greatest dream:

to become a prominent university professor in computer science and electronics. With courage and determination, Godfrey NZAMUJO sacrifices all this and returns to Africa to launch in 1985 in Benin the Songhai Initiative (see referring article). Thanks to the Songhai Initiative, the centre and its promoter earned several awards. In March 2014, for example, Godfrey NZAMUJO was awarded in Cotonou (Benin) for his 3D manufacturing technology as one of the 100 winning innovations of the 2013 Africa Forum, an initiative of the French government to support

«We are all connected. And so for me, what matters is the relationship with others.»

the dissemination of African driven innovations for sustainable development. In Ndjamena, in May 2012, Songhai received an honorary award from CORAF (West and Central African Council for Agricultural Research and Development) for the significant contribution of the Songhai Centre for agricultural research for development in the sub-region during the 3rd Agricultural Science Week and the 10th General Assembly of CORAF.

There is some family gene behind this man's success. He was born on September 5, 1949, and his mother Eunice and father Ubeti William taught him to understand that life is not easy. He still remembers what his father told him and his brothers and sisters: «My children, I do not pray that your way be nicely cleared, without pitfalls. Instead, I pray that you gain experience and have the inner capacity and strength that can help you overcome the difficulties of life.» This good education received from his parents is added to his personality and spirituality. Fr. Godfrey NZAMUJO is a priest of the Dominican order. In this chapter, he states that his priestly life is based on empathy.

He promotes this among his brothers, whom he believes must stop seeing themselves as «homo sapiens» only and begin to act more like «homo empathicus». In his view, every human has to fight against injustice, excess, against anything inhuman and defend any effort to build human relationships for the social well-being of each and every one. «We are all connected. And so for me, what matters is the relationship with others. For me, these relationships are important and transcend the natural ties, i.e. family, ethnic, etc.» Godfrey NZAMUJO believes that this is the basis of human goodness. He continues: «For example, I have experienced the Biafran war in Nigeria. The absurdity of war proves that war stems from the absence of relationships between humans, the alienation (social and spiritual interaction) between us. In other words, if you destroy somebody else's life, you destroy yourself.» This is how this man, Founder and Director of the Songhai Centre, lives.

Benin Songhai Centre

A green rural city



In 1985 Godfrey NZAMUJO created the Songhai Centre in Benin. The centre is named after the Songhai Empire, known for its prosperity and located in West Africa before colonization.

The Songhai Centre was founded, according to his sponsor, to restore Africans’ dignity, develop a new African Man, a standing African. For him, the purpose was to wash away «the shame of Africa, change the negative view on Africa, restore hope and show a new image of Africa as a standing continent.» The aim of the initiative is to create a new African society, which promotes values and productive capacities once developed in the Songhai Empire but tend to disappear today. It’s an approach that goes back to history, and comes up with a comprehensive

development vision of the continent. This new socio-economic goal involves a commitment to active and regenerative use of use of all resources. It is designed to have a snowball effect. This initiative revitalizes the work and basic structure of enterprises, which form the modern economy. Here, new types of enterprises become focal points where resources and human relationships are oriented towards the continuous creation of social, environmental, spiritual, and economic wealth. Thirty years after its launch, the initiative is a true success. While offering a new field of invention and creativity, the Songhai Centre

incubated thousands of Africans (imparting knowledge, life skills, and know-how). All this involves a different entrepreneurial approach based on authentic and noble technologies that respect the environment and bring benefits at all levels. The use of these technologies helped develop an integrated, diverse, multi-functional, sustainable, and competitive agriculture by producing «more with less,» the Director of the Songhai Centre said. It is a new form of agriculture that provides health (eat healthy, live better, and age better), and food security. It also promotes eco-tourism and solves problems caused by

conventional farming. For Godfrey NZAMUJO, this agro-ecological agriculture in line with reality, introduces us into a systemic world ruled by complementarity and additionality, both of which leading to synergy. In short, said the scientist, Songhai has developed another form of agriculture favourable to humans and capable of addressing the numerous African challenges, including difficult demographic transition, poverty, and environmental degradation. So this pool of trained young Africans have learned to capitalize on the opportunities in their regions through these authentic technologies, and to create appropriate goods and services while identifying the real needs and desires of their communities. «This is why every Songhai site is different, because the intangible factor, which is very important, is based on the fact that people have learned to identify the real challenges and needs, and develop capacities to address these needs» Godfrey NZAMUJO said. «On every Songhai site, we move from job seeker to business and solution provider,» he said. Over the years, Songhai has developed partnerships that meet a challenge that can be summarized in these

terms by its director: «How to take ownership and assimilate external skills, and increase our capacity for action. It boils down to our Corporate bandwidth» - addressing the challenges of our society. To achieve this, Songhai is developing «an adult cooperation» with its partners. It clearly articulates its vision when it comes to partnership, and therefore guides areas of collaboration, including technology and management and organizational systems, towards its needs and those of its community.» This is a policy of «selective absorption» of partners’ contributions consisting in taking ownership of these and valuing them in the context of the Centre, in order to craft effective solutions to its problems. It is in this context that in 2008, five United Nations agencies met to promote Songhai as a Centre of Excellence. They pledged support for the regionalization of the Green Rural Towns of Songhai in Africa. These UN agencies are UNDP, UNIDO, FAO, IFAD, and ILO. In this respect, ILO conducted in 2013 a case study on Songhai the purpose of which was to promote the model as a solution to poverty reduction and develop youth employment in Africa.

«On every Songhai site, we move from job seeker to business and solution provider.»

When asked about how West Africa should solve the youth employment issue, the Director of the Songhai Centre asserted that the development of a critical mass of entrepreneurial communities and individual entrepreneurs is the key to job creation and poverty eradication. To this end, he strongly relies on agriculture, adding that addressing the youth employment issue involves matching training with the real needs in this new agro-ecological perspective. For him, the youth will need to be incubated in a setting that will allow them to gain cross-cutting skills. With these capabilities, the agricultural sector will provide a variety of entrepreneurial and employment opportunities.

SONGHAÏ: THE ERA OF «START-UP COMMUNITY»

Thanks to the Songhai Centre, an entrepreneurial community called «start-up community» was established in Benin. It is an innovative institution, characterized by four components:

- A technology park where new ideas and techniques are designed, developed, shared and locally adapted;
- An industrial park where techniques and ideas are transformed into companies and where many types of production activities are grouped to produce synergy and integration. The Songhai agricultural system is designed to be profitable and competitive. It works in such a way that it helps produce healthy and nutrient-rich food for an increasingly growing population. This makes it attractive to young people. It is a sustainable agriculture and easily practiced by all; it is line with and reinforces the environment; provides sufficient commodities for agro-industry;
- An incubation centre for agro-entrepreneurs, a true «space» where new skills are developed. Thanks to the technological and industrial parks, it produces entrepreneurs and functional people.

Mapping and diagnostic analysis of youth employment in Burkina Faso

Study carried out as part of the Joint Initiative for Youth Employment in Africa.
October 2014. – 89p.

http://www.ilo.org/wcmsp5/groups/public/---africa/---ro-addis_ababa/---sro-dakar/documents/publication/wcms_339497.pdf

This study was carried out based on a participatory approach as part of the Joint Initiative for Youth Employment in Africa (ICEJA). This initiative stemmed from the partnership between the African Union (AU) Commission, the African Development Bank (AfDB), the United Nations Economic Commission for Africa (ECA) and the International Labour Organization (ILO).

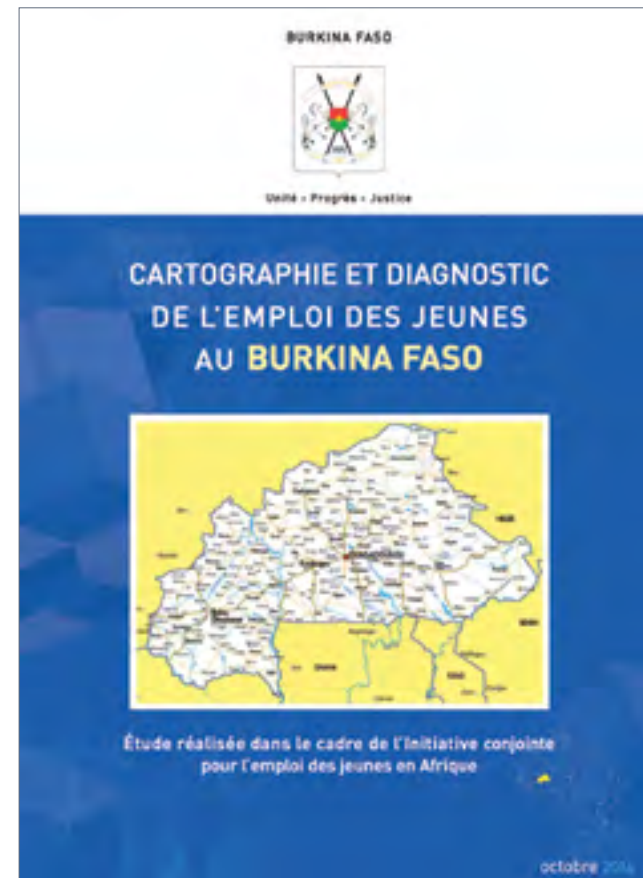
This study revealed that young people are the most disadvantaged in the labour market in Burkina Faso. However, employment does not appear as a cross-cutting priority in the Strategy for Accelerated Growth and Sustainable Development, and the implementation of the National Employment Policy (PNE) has experienced several difficulties. The analysis of the implementation of the fiscal policy, the tax policy, the monetary and credit policy, and the decentralization policy identifies

several shortcomings when it comes to address employment. In programs and projects promoting employment, including EFTP, there are many loopholes.

The labour market legal framework in Burkina Faso is favourable to the promotion of youth employment, but remains unknown to the different stakeholders.

Following these findings, the Joint Initiative for Youth Employment recommended the following strategic lines of action for its intervention:

- Direction 1: Improve the employability of young women and men in both urban and rural areas.
- Direction 2: Promote entrepreneurship for young women and men.
- Direction 3: Improve governance in the labour market.
- Direction 4: Build technical and institutional capacity for stakeholders in order to design development policies that can really promote decent employment for young women and men.
- Direction 5: Management, monitoring and evaluation of ICEJA.

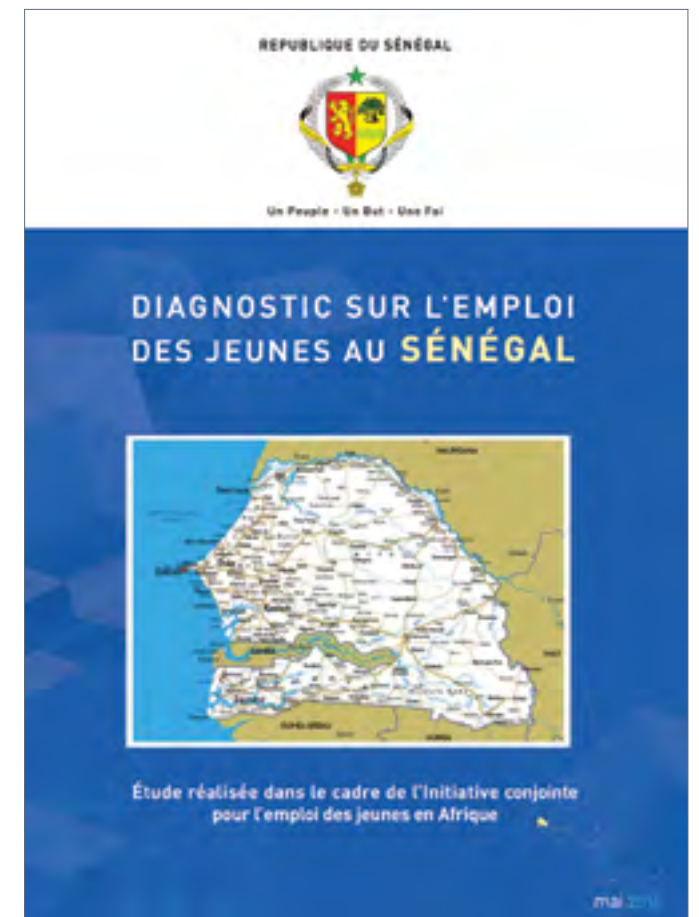


Diagnostic analysis of youth employment in Senegal

Study carried out as part of the Joint Initiative for Youth Employment in Africa.
May 2014. – 132p.

http://www.ilo.org/wcmsp5/groups/public/---africa/---ro-addis_ababa/---sro-dakar/documents/publication/wcms_339500.pdf

This study provides a mapping of youth employment in Senegal. It is part of the Joint Initiative for Youth Employment in Africa (ICEJA). This initiative stemmed from the partnership between the African Union (AU) Commission, the African Development Bank (AfDB), the United Nations Economic Commission for Africa (ECA) and the International Labour Organization (ILO).



In Senegal, unemployment affects firstly the youngest cohort of the active population, while underemployment is relatively lower for young people than for adults. The primary sector employs almost half of employed young people.

In the country, different job promotion initiatives have been conducted. They help meet the objectives of entrepreneurship and self-employment, employability, access to finance, and access to information on the labour market.

The insertion of professional and technical education graduates is conducted through the experimentation of Public-Private Partnership (PPP) with businesses and professional organizations

such as the Government-Employer National Convention.

However, the analysis of the long-term employment needs of the Senegalese economy reveals an excess of labour supply over demand in the segments of highly skilled and unskilled labour market and a deficit in demand in the segments of semi-skilled and poorly skilled labour market. Therefore, for Senegal, the challenge is to fill in large numbers the poorly and semi-skilled labour market segments, and in quality the highly skilled labour market segment. To this end, corporate culture should be developed at school. Moreover, an effort to ensure consistency of supply and demand for skills is needed.

To address the problem of employability of general, vocational and technical, and higher education graduates, it would be wise to use a professional insertion contract for young workers in the labour code. The use of a subsidy program on wages could also facilitate the integration of graduates. The initiation of a program of «Tours of innovation and creativity» (TIC) can be a smart way to fight unemployment and underemployment in the youth market segment. Furthermore, the government can use the valuation of prior experience (VAE) in order to develop certain skills acquired outside the formal system in the labour market.

Overall, the youth labour supply being far more important than

that of non-youth in the segment of unskilled labour, a social insertion contract would reduce the weight of uneducated, untrained, and unemployed youth. In the long term, the increase in employment opportunities for young people will depend mainly on the increase in quantity and quality of the investment rate.

Similarly, establishing information offices on available skilled labour within investors' facilities would reduce the information asymmetry in the labour market. To ensure greater competitiveness among market factors, it would be necessary to undertake structural reforms in the labour market.

Partnership for a green economy in Senegal

30,000 jobs to find



The green economy is defined by the United Nations Environment Program (UNEP) as «an economy that improves human well-being and social equity, while significantly reducing environmental risks and ecological scarcities.» In Senegal a Partnership for Action in Green Economy (PAGE) was launched in November 18, 2014 in Dakar, during a workshop organized by the Ministry of the Environment and Sustainable Development, in collaboration with the International Labour Office (ILO).

It was at the end of the inaugural conference of PAGE held from 4 to 5 March, 2014 in Dubai that Senegal was admitted in the list of the recipient countries. Following this admission, a prospecting mission was commissioned by the agencies of PAGE from 2 to 5 June, 2014 in Dakar. The mission was an opportunity to discuss with various stakeholders in the green economy and to suggest an action plan to structure the collaboration between Senegal and PAGE for the

remainder of 2014 and for the next two years. Speaking at the PAGE launch workshop, on behalf of the PAGE member agencies, the Director of ILO/Dakar, François Murangira, highlighted the importance they attach to countries in their transition to a green economy. He said that their commitment also reflects increasing awareness, at all levels, of the need to address the challenge of environmental degradation and its multiple economic and social consequences. In his estimation therefore, this shows the strong

commitment of the PAGE friendly states to support developing countries in the transition towards a green economy and inclusive development. In the opinion of Mr. Murangira, «PAGE is an initiative to support the implementation of the final document of the UN Conference on Sustainable Development, Rio+20, entitled «The Future we want», which recognizes the green economy as a tool for sustainable development and poverty eradication.» The ILO Director/Dakar informed that Senegal is,

with Burkina Faso, among the first beneficiaries of the PAGE initiative in West Africa. «It is not a coincidence, Mr. Murangira said; it is a fair recognition of the strong orientations taken by the Senegalese authorities, including His Excellency, Mr President Macky Sall who, very early, advocated the idea of Green governance. This political will is actually reflected in the country's strategic framework labelled as Emerging Senegal Plan Speaking in turn, and on behalf of the Minister of the Environment, who could not attend, the Secretary General of the Department of Environment, Mrs Ramatoulaye Dieng Ndiaye called for the commitment of all national stakeholders involved in the PAGE initiative so that it achieves success as expected by its founders. Mrs Ndiaye informed that the exploratory report on the green economy illustrates the comparative advantages that Senegal has and how the country can capitalize on them. She said, «As an illustration, the report tells us that the potential for green jobs in Senegal is considerable. Indeed, in a green economy scenario, it is possible to create between 4,600 and 30,000 green jobs in the construction, industry and renewable energy sectors, to name just a few.» Thus, the PAGE launch workshop provided a forum for information, exchange of experiences and sharing on the said partnership and its implementation modalities. To

this end, the exploratory report on the green economy in Senegal was presented by its editor, Dr. Babacar Ndir from the Centre for Development Policy Studies (CEPOD) commissioned by the United Nations Environment Programme (UNEP), at the request of the Ministry of the Environment and Sustainable Development. The study is actually a true promotion for the green economy. It was launched in May 2012 during a national workshop and the interim report was the subject of a validation meeting held in July 2013. The writer pointed out that the document is intended to help Senegal capitalize on the opportunities offered by the green economy. «It seeks, primarily, to demonstrate, based on sound macroeconomic arguments, the merits of investing in sectors producing goods and services that respect or protect the environment. It then aims at providing guidance on how to promote green investments for the poor, and advance the strategic plan - Emerging Senegal Plan.» Rapporteur Babacar Ndir mentioned the importance of natural resources, including agricultural, fishery and water (60% of economic activity of the population) and recommends the conservation of ecosystems that provide and ensure the renewal of these resources. He defines the agricultural, fisheries, forestry and water sectors not only as sectors

«PAGE is an initiative to support the implementation of the final document of the UN Conference on Sustainable Development, Rio+20.»

where the value of natural capital should be better integrated into markets, but also as sectors for which a variety of policy measures should be implemented to change practices and ensure resource sustainability. «Beyond the intensive use of natural capital, Mr Ndir confirmed that Senegal is achieving economic growth through high carbon producing technologies. Moreover, this growth is self-sustaining, mainly due to behaviours that create massive waste accumulation. Also, energy efficiency and the transition towards the use of renewable energy, as well as waste management, should be priority action areas of the green economy.» In the opinion of the expert, the transition to a green economy should provide significant benefits in Senegal. He asserted that the quantitative analyses of the study show that it is necessary to consider the environment as a crucial factor of production, value and economic stability, as well as long-term prosperity, to put the Senegal on the development path. This will help preserve, improve and, if necessary, rehabilitate the natural capital as a fundamental asset and source of economic and public benefits, especially for the poor whose livelihoods and security depend on nature.

Training consultant job in Africa

A repository in gestation



Two workshops were held in Dakar from 16 to 19 December, 2014, gathering the members of the African network of vocational training funds and institutions (RAFPRO). It was an opportunity to reflect and discuss the monograph produced on the training consultant job and the capitalization of experiences and practices in terms of accreditation and labelling of training organizations. During an interview at the end of the workshops, the President of RAFPRO, Mr. Ahmed Al Khoudar Ali Fadel, announced that the network will develop a repository for training consultants.

RAFPRO describes the training consultant as someone who works upon request from companies to determine the training needs for their employees. Once this information is available to him/her, he would discuss with the trainers to get a feedback for the request. These are men and women who must know how to build a career. Unfortunately, according to the president of RAFPRO, these training consultants may face some limitations due to the fact that they are recruited on-the-job within vocational training institutions and funding institutions where they are working.

«And the other problem we face when evaluating training is that very often the beneficiaries, namely companies or associations, are not satisfied. So supply is a problem. This is why we thought it is necessary to address these two

issues», Mr. Ahmed Al Khoudar Ali Fadel said. The meetings allowed participants to be familiar with practices in different countries. They hope to be able to harmonize them in order to lay the foundations for a repository with world-accepted standards. Our interlocutor added that” the other aspect of the issue is to indicate the steps to follow so that we can identify which specific training expert would be able to meet the demand of companies. This critical point was discussed, and so the foundations were laid in order to keep up the effort and have a repository for training consultants. This way, we can identify what must be done and how to move forward to build a career for training consultants.» During the Dakar meeting, materials that can contribute to develop the repository were shared. It was decided to set up a team comprising different funding

agencies. The team, led by the permanent secretary of RAFPRO, Mr Jean Y. Tossavi, will work on this repository. He said that the first step would be to identify in clearer terms the functions of consultants, the different tasks they perform in order to assess quality from upstream to downstream. Mr Tossavi and his team will also review ways to motivate the consultant to remain faithful to the institution. They will also offer solutions to improve the quality of the training offer. Moreover, RAFPRO plans to conduct advocacy on the composition of the training funds and institutions boards so they have more visibility in governance and decision making. In this regard, the President of RAFPRO recalls that «the training funds are tripartite resources (government, employers and workers). But the government always manages to have the largest number of board

members, and this can influence decisions. We hope that this will change and that the number of consultants will be tripartite and equal so that decisions are taken collectively. We insist on it so that corrective action is taken in the boards of directors or management boards in order to follow the principle of tripartism.» RAFPRO was created during its constituent general meeting held in Cotonou, Benin, from 25 to 29 September, 2006. It currently comprises 11 countries with 12 agencies, with Senegal, one of the countries, having two members. Since its creation, the network has various supports, including the International Labour Office (ILO).

Togo

Youth-Employment Program (PEJ) validated

The Youth Employment Program was validated at a workshop held in Lomé on October 3 and 4, 2014. This program is intended to ensure a better contribution of the youth employment sector in the acceleration of economic growth by giving young people more opportunities to access decent and sustainable employment or self-employment. It will help increase insertion opportunities of

different groups of young people to reduce the unemployment and underemployment rate. The PEJ is based on five (5) sub-programs: take into account youth employment in sectorial policies; improve the employability of young graduates; increase employment opportunities for young people; facilitate access to employment for young people with disabilities; improve governance actions for youth employment.

It offers a set of concrete actions formulated as budgeted projects to enable the government, technical and financial partners, the private sector and social actors to address the issue of unemployment and underemployment of youth in a more effective, coherent and integrated way over the next 5 years. It consists of thirteen (13) projects costing 156 billion 182 million CFA francs for the five (5) years to come. These projects

aim to reach 199,720 young beneficiaries including: 35,000 to improve employability and 164,720 direct jobs.

Source: Chroniques de la base: revue d'information des communautés à la base, Togolese free quarterly magazine n °006

Fundamental rights at work

The National School of Administration of Senegal Introduces Students to the Basics

The ILO and the Ministry of Labour, Social Dialog, Professional Organizations and Relations with the Institutions of Senegal held on October 23, 2014 in Dakar, a panel discussion on «Social Dialog as a factor of social progress in countries and globally.» The panel discussion, the first of a series, is part of the Program to support the implementation of the ILO Declaration on Fundamental Rights at Work (PAMODEC). This framework of exchange provides, among other things, a learning space for social dialog for future high administration officials.

As Mr François Murangira, Director of ILO-Dakar, pointed it out in his opening address, PAMODEC is a technical cooperation program of the ILO with two objectives. The first one is to promote the ratification of ILO core conventions, and the second one is to support their implementation. The ratification goal is almost achieved in the 21 countries covered by the program. According to Mr Murangira, the next step is to focus on supporting beneficiary countries in the implementation of the recommendations in line with the fundamental principles and rights at work. «It is in this context, he said, that it was decided to take action at the levels of initial and continuing education of tomorrow's leaders of our countries, by offering ENAs, ENAMs and other training

institutions to sign partnership agreements with the ILO. Supporting the implementation of fundamental principles and rights at work in the training curricula of signatory schools will help promote sustainable ownership of international labour standards in general and fundamental labour standards in particular by national actors.» For this reason, students from the National School of Administration (ENA) in Senegal attended massively the panel discussion, along with their Director General, Mr Cheikh Awa Balla Fall, who acted as the moderator. He revealed that the national schools from 11 countries were represented in the discussion, and students in the labour section of his institution also attended the debate. The Senegalese Minister of Labour, Social Dialog, Professional Organizations and Relations with Institutions paid

tribute to the participants. Mr Mansour Sy, who was there to preside the launching ceremony of this initiative, was delighted by this attendance, as he said that «the target audience consists of future decision makers who are expected to develop and design reforms with high socio-economic impact in their respective countries.» Mr Sy later added that «taking ownership of the principles and mechanisms of social dialogue can significantly enhance the actions of senior officials of the Administration.» The Minister took the opportunity to inform participants of the decision of the Senegalese government to have a High Council for Social Dialogue, whose mission and composition will advance social dialogue and make it a lever for growth, competitiveness, and social progress.

Cross views on social dialogue

The PAMODEC panel discussion on Social Dialogue brought together a diverse panel of seven high profile people on October 23, 2014 in Dakar. The panel was chaired by the President of CNDS (National Social Dialogue Committee), Mr. Youssoupha Wade and Mr. Cheikh Awa Balla Fall, Director General of ENA (National School of Administration), and each of the panellists answered to one or two questions related to social dialogue in their respective area of focus or structure. Focus on this event, which brought together a very interested audience of trade unionists, students, journalists and eminent personalities including the former Minister of Labour of Senegal and former international civil servant of the ILO, Mr. Yéro Dé.

Can ILO help in a practical way to think outside the box so that social dialogue would effectively contribute to the development and implementation of public policies?



Moussa Oumarou

Director of the ILO Department of Governance and Tripartism

«Worded differently, this question means: what is the ILO's strategy for social dialogue? This strategy is based on three pillars. The first pillar relates a support to the legal framework, that which sets the scene for social dialog and how it should take place. In this regard, all ILO units provide their input. The second pillar includes the institutions of social dialogue. Whether these institutions are tripartite or bipartite, whenever necessary, we support and encourage countries in which we operate, using the countries' expertise so that they can go beyond traditional institutions to put in place institutions that are thought to be best suited to support social dialogue. These tripartite institutions

include a variety of committees that are social dialogue platforms, namely: national employment policy development and implementation committee, national social protection policy implementation committee, national social dialogue committee, economic and social councils. The third pillar of our intervention is around capacity building. We do a lot of capacity building, and this support can be broken down into several components. One example is capacity building for the social dialogue stakeholders. In addition, we design procedures and tools made available to our constituents. Beyond this, we also try to promote social dialogue at the sub-regional level. Regional economic

«Regional economic groups are environments suitable for the promotion of social dialogue.»

groups are environments suitable for the promotion of social dialogue, because it enables the social dimension to be taken into account in the economic integration process. We have worked for years to be able to take into account social dialogue at the sub-regional level. For example, it took ten years for the Heads of State to accept an amendment to the treaty establishing the WAEMU and set up an advisory body called the Council for Labour and Social Dialogue.



Karim Cissé

Director General of Labour of Senegal

If today, we have to address the issue of social dialogue a long side the process of regulatory reform, we must distinguish two issues, namely, mandatory consultations and non-mandatory consultations.

Regarding mandatory consultations, the advisory body par excellence under Article L205 of the Labour Code is National Advisory Council for Labour and Social Security (CCNTSS). The mission of CCNTSS is to address all matters related to labour and social security. Any bill or draft made under the Labour Code must always go through CCNTSS. And the most representative organizations of employers and workers designate their representatives in the board whose members are appointed through an edict from the Minister of Labour. The most recent example I can give regarding CCNTSS is of course the draft text on internship and learning. Indeed, the social partners and the Government, together with the members of

the National Assembly and the Supreme Court, as well as the relevant ministries, reviewed three drafts: a bill on internship, a draft decree on internship and a draft decree on apprenticeship. So these are what I would call the mandatory consultations. On all issues related to labour or social security, consultation with social partners is mandatory. These texts must be submitted to the authorities subject to a positive endorsement of the Advisory Board.

But apart from that, there is what I would call non-mandatory consultations, which naturally result from the prevailing positive social dialogue disposition in our country. We have set up a steering committee and a drafting committee in charge of the reform of the legal framework on social security. In these committees, both employers and workers belonging to the most representative organizations were asked to nominate their representatives. This means

What are the contributions of social dialogue to the process of reforms of labour regulations in Senegal?

In Senegal, on all issues related to labour or social security, consultation with social partners is mandatory.»

that the instrument produced by these reforms, namely a single draft social security code, which is the main objective of these reforms, will reflect the opinion of the social partners who have been involved in the process right from the outset. Obviously, mention could also be made of the various drafts produced, including the consultations we had on the draft decree establishing and defining the conditions for the organization and function of the High Council for Social Dialogue.

This means that today, there is no way to undertake a regulatory reform in the labour and social security sector without prior consultation with the social partners.»

How would the delegate of the French government to the Governing Body of the ILO appreciate the evolution of Social dialogue in France over the last decade? How did the French experiences in social dialogue help improve social dialogue at the international level?



Ambassador
Gilles de Robien

French Government
Delegate to the ILO
Governing Body

If I had to give a feeling or opinion, I would say» It could be better.» You know the French social dialogue partnership system is original and unique in Europe. This is what we call the principle of co-management.

I think in terms of instruments, laws, agreements, we've made tremendous progress within a couple of years. The 2007 law, called Loi Larcher, brought in considerable contribution and is based on what Director of Labour said earlier. In other words, before a bill on labour law is adopted, there must, by all means, be a negotiation among social partners. In 2008, there was a law that was inspired by a joint statement of the majority of unions except one, which then led Parliament to adopt the August 20, 2008 Law, that moder-

nized local democracy and the labour unions greater representativeness and legitimacy. In 2013, we crafted a national inter-professional agreement, then a law of job security in June 2013. This is all a set of legal instruments developed within seven years. I will conclude on these exceptional seven years of production of legal instruments by adding the March 5, 2014 Law on vocational education and representation. Has the 2008 law settled the issue of the representativeness of trade unions? Well, there was no rule for the employers, and this law has filled that gap. That's the setting. Are laws enough for social dialogue? Obviously the answer is no, even though we've made progress, because we have the CEGOS investigation released in October 2013, reflecting an improvement of the social environment in businesses and government entities for the first time since 2008. It is a modest improvement, but it is worth mentioning. 52% of employees in France are satisfied with the social environment in their business or administration. That is 5 points more compared to 2012. But social dialogue is not just about legislation. For me, it is, above all, a matter of culture, a matter of mind-set, a matter of good will, and a matter of political will. And I believe

that a certain level of mutual trust must be the primary condition to meet. We should tell the truth to each other. We may have conflicting arguments or interests that may be totally or partially different, but having always a climate of trust is a minimum condition. Trust, more than anything, is the determining factor. Creating a real social consensus does not happen overnight; it is a process that takes time, and it may be difficult or even risky. It's about negotiation. In any case, social dialogue must be rooted where it can strive, according to culture, unions' traditions (they are strong in France), the country's industrial sector and, of course, social fabric. Ready-made Social dialogue does not exist. To answer your second question: Is France is committed to it? Naturally, all that we want is to share with others our experiences in social dialogue. And we have many platforms to prove this. For instance, we have the European Union where the French social partners are recognized by law. Vested with powers, through their representatives, in regional and international organizations, they have actually helped advance the European framework agreements concluded as part of the multi-annual work programs. Agreements

«Ready-made Social dialogue does not exist.»

have been signed, including on work-related stress, workplace harassment and violence, gender equality. Obviously, in the context of the ILO, France is very much involved not only because we are a founding member of this eminent organization since 1919, but also because we have participated in the development of international labour standards through the Employers' group, the Workers' group, and through the representative of the government, whichever it may be. Thus France has been a leader in a convention on the status of seafarers; her position is reckoned with regard to a text on domestic workers; and has a set up a path, hopefully as powerful as possible, a triple path in the International Labour Organization. These are a couple of ways to show that France and social dialogue are the same side of a coin; and that social dialogue is part of the French culture, even if it proved a hard process.»



Bernard
Thibault
workers' French
Delegate at the
ILO's Governing
Body

«It would be a surprise to you if I told you right away that I totally agree with what Mr De Robien has just described. And yet in some respects, I do not feel the need to voice out any disagreement. What I mean by this is that in France there are tools for social dialogue. This does not mean that these tools are necessarily adaptable in their present state, to all other countries. There are in fact many other countries in Europe and elsewhere that have their internal social dialogue mechanisms, which do not work the same way as ours. It is not enough to have good tools. You must also have the skills and know-how to use them. And in this regard, sometimes one could experience some shortcomings. It is also necessary that stakeholders recognize each other. As mentioned by Mr De Robien, there have been many reforms in France, particularly regarding the representativeness of stakeholders. There was still a big gap that was experienced for decades, and because of this, it was enough for employers' organizations to declare themselves as representatives or trade unions to be designated as representatives in order to have an agreement applicable to all as soon as both parties sign it. This was definitely not democratic. This is the rationale for the 2008 reforms aiming to achieve greater democracy in the representativeness of stakeholders. And I am pleased to notice that, since 2008, criteria have been established for representativeness. In other

words, social dialogue provisions would only be valid if, on the employees' side, the signatories represent a minimum of 30% of these employees. Generally, in a democratic context, 50% is what should be recognized as the majority rule. But let us consider that 30% is a marginal level aiming to reach 50% in the future. The other issue is that it is not enough to have tools. We must also ask whether we are considering all the issues that may be discussed in the social dialogue. And in this regard, let me tell you that it is not because we have good tools that French workers are satisfied with the results of the social dialogue. This is evidenced by the serious social discontent in our country. This is not restricted to France. It is also linked to a global economic and social crisis. Unemployment and precariousness are on the increase. So what I wanted to say, by the way, is that we should not reduce either the list of topics that could be discussed in the social dialogue. I think we do a lot of cutting, especially in times of crisis. Social dialogue should not focus only on the material concerns of the workers. Of course those are important, but the debate is also about this special arrangement on the solutions to besought and applied on matters relating to economic, fiscal and investment options... In short, it is also about recognizing workers' ability to express an opinion on the choices that are critical to a nation, a continent, and from this point of view, I have to say

«Social dialogue is much easier if the actors respect each other.»

that too often, while we have tools that could help address these issues, the ability of workers to also take action in this area is not recognized. So too often, social dialogue is reduced to having people accept predefined choices or already-adopted guidelines that would not be contested. But today, it is quite pretentious to say that there is only one solution to get out of the crisis, and the solution is this or that. It is not about questioning the political legitimacy of the elected representatives of the nation, ministers, and governments. Rather, it is about recognizing that political legitimacy can also be enhanced through stronger social dialogue. Social dialogue is much easier if the actors recognize each other, respect each other and are in a relatively transparent economic configuration. And in this regard, it is important to move towards a generalization of the formal economy.»

How would the National Confederation of Workers of Senegal take stock of social dialogue in Senegal since the conclusion of the National Charter on Social Dialogue and the establishment of CNDS? What are the prospects and challenges for social dialogue?



Atoumane Diaw

Representative of the National Confederation of Workers of Senegal (CNTS)

«Taking stock starts with the signature on November 22, 2002 of the National Charter on Social Dialogue; the inaugural meeting of the Presidential Investment Council (CPI), a real national body for public-private dialogue, held on November 11, 2002; the enactment of the 2008-03 Orientation Law of January 8, 2008 on the Accelerated Growth Strategy; the completion of the Senegal Emerging Plan 2035 study in June 2011; the first National Forum on the competitiveness of the Senegalese economy on November 20, 2012, with the commitment to develop a national Pact for Senegal's economic emergence; the political will expressed by the Head of state during the meeting of the Council of Ministers on April 25, 2013 so that the government prepares the signing of a pact for emergence with all the stakeholders

in the economic and social spheres (the pact has now been signed); the recent adoption of an inclusive development model to accelerate progress towards the country's emergence, known as Senegal Emerging Plan (PSE); the support of a large segment of the economic, social and political players involved in the PSE in order to ensure social stability; the signing of the Country Program for Decent Work on July 18, 2012; the adoption of the National Framework Plan to prevent and eliminate child labour in Senegal in November 2012; the respect for individual rights and freedoms, equality of opportunity, equity and social justice; the fight against corruption; the independence of the judiciary; the promotion of democracy and alignment of political governance with the requirements of economic governance; the development of social dialogue with the recent signing of Decree 2014-853 of July 9, 2014 establishing the High Council for Social Dialogue that opens up perspectives.

These are prospects of institutionalization, rationalization of the implementation organ, strengthening of dialogue, enhancement of logistical and financial means.

This overhaul also comes with challenges, mainly in terms of social dialogue funding with CFCE (Fixed

contribution payable by the employers). Other aspects involve capacity building for trainers and all social dialogue actors; resuming tripartite training in the regions; setting up social dialogue committees in branches and companies; reviewing the CCNI (National Inter-professional Collective Agreement), which is obsolete (dates from 1982), omits some professions, and does not take into account new ones.

Regarding economic challenges, issues to note include improving the business environment (factor of increase in productive investment and high domestic production value); improving productivity and competitiveness; considering good governance that ensures the traceability of public resource use, transparency in company management, both on the Government, the shareholders and the workers' side; promoting corporate social responsibility; promoting research and development, innovation and technology transfer.

Regarding social challenges, areas to focus on include formalizing the informal economy (it is a priority to our country, the informal economy already encompasses nearly 80% of the working world in Senegal); reviewing Conventions and CCNI; social protection for all, as expressed in the social

«Social dialogue would be an attribute of peace, social justice and development.»

protection base, in accordance with ILO Recommendation 202; universal health coverage and health insurance for those in the informal economy; access to education and training; fight against all forms of discrimination.

All this shows that in our country, social dialogue is established as a culture and has become a compelling factor for progress and good governance. In summary, social dialogue is an unavoidable factor of social progress as it is both a means and a purpose to create a climate of peace, which guarantees development.

It is also a real toolbox for building bilateral and multilateral partnerships in the context of globalization. We believe that seen in this sense, partnership being based mainly on shared vision, shared roles, shared responsibility, and lastly shared results, social dialogue would be an attribute of peace, social justice and development. That is why we commend PAMODEC for the relevance of the topic of this panel discussion, while inviting them to assist Senegal on key issues such as compliance with ratified conventions, revision of collective conventions and the national inter-professional collective agreement, extension of social protection to the informal sector and fight against discrimination.»



Charles Faye

Representative of the National Council of Employers of Senegal (CNP)

How would the National Council of Employers of Senegal take stock of social dialogue in Senegal since the conclusion of the Charter and the establishment of CNDS? What are the prospects and challenges for social dialogue?

«We fully confirm all the achievements listed by MrAtoumaneDiaw, representative of the National Confederation of the Workers of Senegal. These achievements, in fact, are the fruit of a partnership among us, social partners.

That said, I think that succeeding in taking our social dialogue to its current level is a major achievement. I used to recall that it is difficult for someone who has jumped on the bandwagon to match its predecessors. But here, as you will see when I finish my remarks, we exceeded the precursors to the point of becoming the masters of those who have taught us how to dialogue.

Social dialogue in Senegal is not a new phenomenon, at least in the employers' industry, because as of 1987, after we heard from workers terms like union renewal, we ourselves have understood that it would not be serious to let the authorities alone decide about the definition of policies. We talk a lot about public policy, but never about private policy. However, we are the ones who bring growth. Government does not enact employment or social dialogue, but it supports this process and helps create an enabling environment for social peace. But we are the real designers and actors on a daily basis. We do not receive any grant and yet, we create considerable wealth for the greater benefit of people in a sustainable way. However, to focus our intervention on social dialogue, we took a retrospective look,

recalling the signing of the Charter in November 2002 and also the establishment of the National Social Dialogue Committee that followed.

Since then, social dialogue has experienced exceptional development. Indeed, dialogue and consultation have occupied the professional field, reducing all these disorderly movements and removing at the same time any confrontation, be it verbal or physical. This happened because unanimously the tripartite constituents accepted to make the virtues of social dialogue a reality. It was also about recognizing all that social dialogue can bring to the various actors in the pursuit of collective negotiation objectives. In this regard, it is not superfluous to recall the ratification of Convention 144 of ILO, which was also an appropriate way to boost the promotion of dialogue at all levels.

Regarding the prospects and challenges related to restructuring, we believed that they are based on the establishment of sectorial committees, since at the national level, the work is completed. Workers truly took ownership of social dialogue and, at the national level, everything works. Consequently, there is need to materialize sectorial committees on social dialogue in order to promote the approach at the bilateral level, within the company, and the industries as well.

It is also important to tidy up existing collective conventions, to make them more compatible with current standards of labour relations; and to

«There is need to materialize sectorial committees on social dialogue.»

update specific conventions, review some of them which are housed in unsuitable or inappropriate sectors.

Finally, we believe that new collective conventions need to be developed that take into account new professions, which emerged especially with the advent of new technologies. This is why I said at the beginning of my remarks that we are no longer disciples but masters, and that we are entitled to claim copyright from France for integrating social dialogue in its Ministry of Labour. As far as we are concerned, we have always talked about social dialogue. We have always practiced it. I would add that our employers' organization has changed the former name «social committee» to «social dialogue and labour standards committee.» This committee was previously chaired by President Youssoupha Wade, when he was active at the CNP, and I have had the honour and privilege to be his successor.»



What kind of contribution the press can provide to social dialogue?



Racky Noël Wane
Senegalese journalist

«The role of media in social dialogue in Senegal is primarily an ethical issue. Social dialogue needs ethics, good faith and trust to lay the bases for negotiation between the parties in social conflict in order to achieve a win/win outcome; it's a bit the substance of the definition, but I will add that to succeed, social dialogue needs ethics, good faith and professional conduct of the media which deal with information related to strikes, social

movements, negotiations and all news related to the social front.

It is a question of ethics and professional conduct, since the journalist's work must be guided by these values and principles, respect for facts, faithfulness, honesty and balance when reporting the facts. The media must provide information that is correct and true, separating comments (free) from facts (sacred). As part of social dialogue between government, workers and companies, the media constitute a tool to generate awareness for change of attitudes, behaviors as long as they are guided by the desire to seek truth and equity. Otherwise the media are a weapon in the hands of the conflicting parties. This risk is all the more real that everyone knows the power of the media; it has the capacity

to manipulate the various factions depending on the interests at stake.

And the danger at that moment is to see the media shape the policy, or serve as a popular forum to influence decisions or to see the media develop an independent agenda, and the facilitators of these media becoming the other side of the political power by influencing such power. For example we have seen in our country social conflicts resolved overnight with the intervention of religious, political, customary or financial leaders. In the same way the media can contribute to «social polarization»; they can also bear the seeds of solutions to the crisis if they are free from any type of influence (money, political, religious) and act within the ethics of the profession.

«For the media to play their role in promoting social dialogue, they must be guided by ethics.»

Our FM band and TV frequencies have many radios and television stations linked to different religious affiliations or are subject to donors or under the influence of politicians who want to voice out their own interest; and, in our newspaper shops, there also numerous newspapers that publish various headlines.

For the media to play their role in promoting social dialogue between the different labour stakeholders, and participate in creating a peaceful environment, they must be guided by ethics.»



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8. Protection of workers from unacceptable forms of work



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