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CHAPTER 1

MDG-1

POVERTY, EMPLOYMENT AND HUNGER



ERADICATE
EXTREME POVERTY
AND HUNGER





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CHAPTER 1

MDG-1: POVERTY, EMPLOYMENT AND HUNGER

OBJECTIVE, SCOPE AND LIMITATIONS OF THE PUBLICATION

This MDG good practice publication presents a list of various constraints and challenges to the achievement of the MDGs, which each good practice has addressed in a national and/or local context. The publication does not claim to be an exhaustive list of ‘best practices’ with self-claimed objectivity. Instead, it presents a diverse range of nationally-led programmes, policy interventions, and/or locally-tailored support to address those specific challenges. It is hoped that this publication will serve as a practical reference to context-specific approaches addressing these constraints.

Foreword

A decade has passed since world leaders adopted the Millennium Declaration at the General Assembly of the United Nations. Recognizing the urgent need to reduce poverty and address development challenges for long-lasting peace and security, time-bound development goals – coined as the Millennium Development Goals – were established with specific targets and indicators. At the 10th anniversary of the Millennium Summit, marked at the High Level Plenary Meeting on the MDGs in September 2010, world leaders and other stakeholders will be seeking concrete evidence of programmes and policies that have worked well and can be considered for adaptation and scaling up. The High Level Plenary Meeting will provide a unique opportunity to mobilize political will, re-energize the global MDG effort and agree on effective measures to accelerate and sustain progress.

Much has been achieved during the past decade. In order to take stock of some of the country level evidence and experience, I am pleased to present the MDG Good Practices publication developed by the United Nations Development Group (UNDG). Good practices covered in this publication have sought to address specific constraints and challenges in achieving the Goals, in each country's context. The publication provides evidence on different approaches to achieving the various MDGs and the importance of recognizing the synergies between these and the Internationally Agreed Development Goals. Some case studies may be familiar while others may serve as technical references for development practitioners. They demonstrate that, even under resource-constrained circumstances, there are innovative ways of overcoming obstacles to accelerate progress.

It is our hope that this collection can serve as a practical tool for governments, non-governmental organizations, research institutes, the private sector and the UNDG agencies – and that it will contribute to evidence-based discussions in preparation for the High Level Plenary Meeting and in our collective efforts beyond.



Richard Morgan

Chair

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Acronyms and Abbreviations

ABGEP - Area-Based Growth and Equity Programme	IDEQ - Innovation for Equitable Development
ADB - Asian Development Bank	IFAD - International Fund for Agricultural Development
ADP - Agricultural Development Programme	ILO - International Labour Organization
AFDB - African Development Bank	I/NGO - International Non-Governmental Organization
AIDS - Acquired Immune Deficiency Syndrome	IPC - Integrated Food Security and Humanitarian Phase Classification
AusAID - Australian Agency for International Development	IREP - Iraq Reconstruction and Employment Programme
BRAC - Bangladesh Rural Advancement Committee	ISCOS - Istituto Sindacale per la Cooperazione allo Sviluppo (The Trade Unions Institute for Development Cooperation, Italy)
BRR - Aceh-Nias Rehabilitation and Reconstruction Agency	ITF - Iraq Trust Fund
CIDA - Canadian International Development Agency	JICA - Japan International Cooperation Agency
CISP - Comitato Internazionale per lo Sviluppo dei Popoli (Italy)	JPYEE - Joint Programme on Youth Employment and Empowerment
COMESA - Common Market for Eastern and Southern Africa	KEMA - Kayole Environmental Management Association
COSPE - Cooperation for the Development of Emerging Countries (Italy)	KfW - Kreditanstalt für Wiederaufbau (German Development Bank)
CP - Communities Programme	KGS - Kyrgyzstan Som
CSN - Community Safety Net	Km - Kilometres
CSO - Civil Society Organization	LDF - Local Development Fund
CT-OVC - Cash Transfer Programme for Orphaned and Vulnerable Children	LED - Local Economic Development
CWG - Child Welfare Grant	LGS - Local Governments
DANIDA - Danish International Development Agency	LGA - Local Government Area
DBS - Deaf and Blind Society	MDG - Millennium Development Goals
DDG - Danish Demining Group	MDGRR - MDG Regional Report
DDP - District Development Plans	M&E - Monitoring and Evaluation
DFID - UK Department for International Development	MEJN - Malawi Economic Justice Network
ECHO - European Commission Humanitarian Aid Office	MET - Tourism Micro-Enterprises, Micro-Credit and Poverty Reduction Programme
EMP - Enterprise Mongolia Project	MMAS - Ministry of Women and Social Action
EU - European Union	MoH - Ministry of Health
FAO - Food and Agriculture Organization	MOU - Memorandum of Understanding
FEWS NET - Famine Early Warning Systems Network	NETCOM - Negocios Turísticos con Comunidades
GDP - Gross Domestic Product	NFRA - National Food Reserve Agency
GIS - Geographic Information System	NGO - Non-Government Organization
GOL - Government of Liberia	NPFS - National Programme for Food Security
GTZ - Deutsche Gesellschaft für Technische Zusammenarbeit (Germany)	NRS - Nepali Rupees
GVC - Gruppo Volontariato Civile (Italy)	NSS - Nutrition Surveillance System
HIV - Human Immunodeficiency Virus	OVC - Orphaned and Vulnerable Children
IBRD - International Bank for Reconstruction and Development	OVOP - One Village One Product
ICOMOS - International Council on Monuments and Sites	PADC/GR - Community Development Support in Gicumbi
ICT - Information and Communication Technologies	

and Rulindo Districts

POETA- Partnership in Opportunities for Employment through Technology in the Americas

PPP- Purchasing Power Parity

PPT- Pro-Poor Tourism

PWD- Persons Living with Disabilities

Qqs/ha- Quintales per hectare

RBSA- Regular Budget Supplementary Account

RBTC- Regular Budget for Technical Cooperation

RDO- Rafidain Demining Organization

RFC- Rural Finance Company

RMB- Renminbi

SADC- Southern African Development Community

SCTS- Social Cash Transfer Scheme

SIDA- Swedish International Development Cooperation Agency

SINAMIC- National Microfinance System of Ecuador

SME- Small and Medium Enterprises

SNV- Netherlands Development Organization

SPFS- Special Programme for Food Security

SSC- South-South Cooperation

SUTRA- Support to Results Based Approach

SYP- Syrian Pound

TUP- Targeting the Ultra Poor Programme

UDRDP- Upper Drina Regional Development Programme

UNDG- United Nations Development Group

UN- United Nations

UNCDF- United Nations Capital Development Fund

UNDAF- United Nations Development Assistance Framework

UNDP- United Nations Development Programme

UNEP- United Nations Environment Programme

UNESCO- United Nations Educational, Scientific and Cultural Organization

UNFPA- United Nations Population Fund

UNICEF- United Nations Children's Fund

UNIDO- United Nations Industrial Development Organization

UNIFEM- United Nations Development Fund for Women

UNOPS- United Nations Office for Project Services

UNWTO- World Tourism Organization

UP- Umbrella Partner VCD- Value Chain Development

UXO- Unexploded Ordnance

VDF- Village Development Fund

WB- World Bank

WBGS- West Bank and Gaza Strip

WFP- World Food Programme

WWF- World Wildlife Fund

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Introduction and Analysis of MDG 1 Good Practice Cases

MDG 1: Eradicate Extreme Poverty and Hunger	
Targets	Indicators
Target 1.a Reduce by half the proportion of people living on less than one dollar a day	1.1: Proportion of population below \$1 (PPP) per day 1.2: Poverty gap ratio 1.3: Share of poorest quintile in national consumption
Target 1.b Achieve full and productive employment and decent work for all, including women and young people	1.4: Growth rate of GDP per person employed 1.5: Employment-to-population ratio 1.6: Proportion of employed people living below \$1 (PPP) per day 1.7: Proportion of own-account and contributing family workers in total employment
Target 1.c Reduce by half, between 1990 and 2015, the proportion of people who suffer from hunger	1.8: Prevalence of underweight children under five years of age 1.9: Proportion of population below minimum level of dietary energy consumption

THE MDG GOOD PRACTICE CASES

Objectives, selection criteria and limitations

This chapter contains 46 good practice cases that contribute to MDG 1 achievement, including examples of initiatives implemented and/or supported by national governments, development agencies, civil society, the private sector and the United Nations. They include large-scale national poverty reduction programmes, area-based development and smaller-scale interventions targeting a specific constraint or challenge. They include examples that focus on policy interventions as well as capacity development to enhance service delivery. Budgets range from multi-million dollar national poverty reduction programmes reaching tens of millions of people nationwide, to targeted policy advocacy initiatives costing just a few thousand dollars. Regardless of budget size, there is work to be done.

The majority of case studies in this publication were submitted by partners responding to a call for good practices addressing specific constraints and challenges that have been blocking the achievement of the Goals.² The selection of good practice cases was largely done by submitting organizations and/or field offices. The objective of this publication, and the corresponding MDG Good

Where Do We Stand on MDG 1 Achievement?'

The proportion of people living in extreme poverty in the developing world fell from 42 percent in 1990 to 25 percent in 2005. Regional variations, however, mask the constraints that many developing countries face, as much of the global progress is attributable to the success of China in lifting 475 million people out of extreme poverty. Sub-Saharan Africa, for example, had more people living in extreme poverty in 2005 than in 1990, and the poverty rate in that region has fallen by a mere 10.5 percent during those fifteen years against a goal of 50 percent by 2015. The proportion of employed people living below \$1.25 per day fell from 41 percent in 1997 to 24 percent in 2007. Nevertheless, the global economic crisis that started in 2008, along with volatile food and fuel prices and debilitating natural disasters in recent years, are all expected to have a significant negative impact on the proportion of working poor living in extreme poverty. After declining from 20 percent in 1990/1992 to 16 percent in 2004/2006, the proportion of undernourished people living in developing regions increased to 17 percent in 2008, largely because of escalating food prices worldwide.

1 UN 2009, The Millennium Development Goals Report

2 Calls for good practices were announced through the UNDG Policy Network for MD/MDGs

Practice database on the UNDG Policy Network for MD/MDGs (www.undg-policy.net), is to provide practical references for context-specific cases in pursuit of MDG achievement. While each constraint may be unique to a particular country, region and/or development context, sharing knowledge and experiences to overcome those constraints can yield valuable lessons that can be learned and applied in diverse settings.

This publication does not intend to present prescriptive suggestions or an exhaustive list of 'best' practices with self-claimed objectivity. Instead, this collection and its analyses provide some examples of innovative approaches that are tailored in country contexts, responding to particular constraints and challenges to MDG achievement. Each case contains unique lessons and creative approaches that could be useful for development planners and practitioners.

ALLEVIATING CONSTRAINTS AND CHALLENGES TO MDG 1 ACHIEVEMENT: EVIDENCE FROM THE CASES

The MDG 1 good practice cases address seven distinct areas to alleviate constraints and challenges faced by countries, regions and communities in achieving poverty reduction, employment generation and hunger relief. The constraints and challenges presented here do not exist in isolation; they are intrinsically linked with one another. The constraint stated at the top of each case are more specifically described than those in the summary table. The analysis in this chapter draws exclusively from the evidence and information presented in the cases.

Key major constraints and challenges addressed by the good practices included in this publication are the following:

Summary of Constraints and Challenges	
1	Barriers to economic growth and income equality
2	Lack of incentives for more productive development results
3	Limited access to assets, capital, infrastructure and services for income generation and employment opportunities
4	Limited access to updated information, data and surveillance on food availability and needs
5	Inefficient use of existing resources, untapped value chains
6	Lack of social safety nets to support vulnerable populations
7	Capacity constraints for effective implementation of policies, standards and programmes

These broad categories of constraints are used in order to highlight and compare cases that address similar challenges. Each case has a more specifically-defined constraint, described at the start of each case in the following pages.

1. Barriers to Economic Growth and Income Equality

Many countries that have successfully implemented policies stimulating economic growth and reducing inequality have seen poverty rates fall. Policies that enable the poor to benefit more from economic growth can promote greater income equality; transfers and other redistributive mechanisms can further facilitate this. **Chile's** Growth with Equity Development Strategy focused on pro-poor macroeconomic reforms to stimulate growth through increasing exports and the amount of credit available domestically to expand the private sector, thereby creating employment. At the same time, it aimed to improve income



Photo: © FAO/F. Dalla Valle, FAO

Training for youth given by women’s cooperatives in the West Bank and Gaza Strip

distribution by reforming the tax policies to allow greater spending on social sectors and expanding income support programmes for low-income households. The combination of macro-economic stability, high growth and active redistribution policies contributed to a 50 percent reduction of poverty in a ten-year period – from 40 percent in 1990 to 20 percent in 2000 – during a time when Latin America as a whole reduced poverty by only 8.3 percent.

In **China**, a stable political environment and rapid economic growth led to the success of the country’s ambitious 8-7 National Poverty Reduction Plan, which accounted for 5 to 6 percent of total government expenditures during the seven-year implementation period (1994-2000). Employing a broad array of redistributive mechanisms that included subsidized loans for production and economic development, food-for-work programmes using surplus labour to build rural infrastructure, and grants for small-scale infrastructure, social sectors and technology extension, the programme helped to muster the local resources needed for economic growth and poverty reduction in the poorest counties of the country.

Decentralization can also be a powerful redistributive tool, as seen in the case of **Uganda’s** National Fiscal Decentralization Policy. By enabling the poor to communicate their needs to local decision makers and to influence the allocation of resources to sectors that have greater growth and poverty reduction potential, **Uganda’s** decentralization policies contributed to lower poverty and hunger levels.³

2. Lack of Incentives for More Productive Development Results

Incentives can promote better development outcomes and take numerous forms, including policies, laws, cash transfers and performance incentives. For example, **Mexico’s** *Oportunidades* conditional cash transfer programme provides monthly stipends to

3 Boko and Balamoune-Lutz, 2009, “Fiscal Decentralization, Donor Funding and Poverty Reduction in Africa: A Case Study of Uganda”, paper presented at the conference on the Role of Sub-National Jurisdictions in Efforts to Achieve the MDGs, Economic Commission for Africa in collaboration with the World Bank



Photo: Dwi A. Indrasari/UNESCO Jakarta

Nipah weaver and children in Hilinawalo f au, Nias

households on the condition that children attend school and family members make regular visits to health clinics for preventative care. The cash transfers give people incentives to use health and education services and directly alleviate poverty and hunger. Estimates show that households in the programme consume nearly eight percent more calories per person per day in comparison with similar households that do not participate. **Kenya's** Cash Transfer Programme for Orphans and Vulnerable Children (OVC) provides a cash incentive to households for the continued care and human development of vulnerable children and increases access to education, health care, nutrition and birth registration services.

Policy incentives can also encourage greater labour market participation and job creation. For example, **Bosnia and Herzegovina's** Upper Drina Regional Development programme introduced a 'backward fiscal tax incentive' for businesses demonstrating sound fiscal management and compliance with the regulatory environment. This spurred job creation and increased job security among compliant firms. By strengthening property rights and enabling competition in agricultural service markets, **Tajikistan's** Enhancing Agricultural Governance programme created incentives for farmers to improve their land and increase their yields. The programme has led to an average increase of 20 percent in the productivity of participating farms.

Indonesia's Support to the Redevelopment of Tourism and Protecting the Cultural Heritage of Nias Island protects the heritage of the island through conservation and restoration of vernacular architecture, training and raising awareness about heritage conservation for sustainable development. The potential to provide a livelihood gives communities a strong incentive to conserve their cultural heritage. This, in turn, promotes tourism and stimulates local employment.

3. Limited Access to Assets, Capital, Infrastructure and Services for Income Generation and Employment Opportunities

The majority of good practice cases presented in this publication incorporate access to services and infrastructure to stimulate economic development, boost employment

opportunities and promote decent work conditions. Development programmes most commonly supported financial, social, training and technical assistance services. Infrastructure that facilitates agricultural production and access to markets, including rural roads, irrigation and water supply networks, can help to combat hunger and poverty by increasing agricultural productivity and the incomes of rural inhabitants. Some programmes targeted vulnerable populations, including those living in the poorest regions, and countries in post-crisis and post-disaster phases.

The development of marketable skills are a key to decent work for young people. In **Indonesia**, skills and entrepreneurship training have been provided in line with market demand, for both in-school and out-of-school youth. The Education and Skills Training for Youth Employment programme has institutionalized the analysis of labour market information at the local level to capture the reality of both the formal and the informal economies. The ILO has designed a simple Skills Gap Analysis methodology serving local planners who make strategic decisions at the provincial level. Close collaboration between the government, schools, the private sector and trade unions facilitated the appropriate matching of job seekers and employers.

Microfinance is a popular way to provide resources to the poor for income generation. Programs that support microfinance range from the local to the national and can involve linking a number of beneficiaries with established service providers or providing services directly to millions of beneficiaries. Microfinance is clearly an accessible intervention, regardless of budget size. **Mongolia's** Enterprise Mongolia Project created partnerships with the private financial sector to link beneficiaries to sustainable market-based financial services. **Ecuador's** Tourism, Micro-Enterprises, Micro-Credit and Poverty Reduction programme developed a microfinance model to stimulate the development of the tourism sector by channelling funds to micro and small tourism enterprises through a Savings and Credit Cooperative. These programmes have resulted in robust repayment rates and job creation in small enterprises. **Syria's** Rural Community Development at Jabal Al Hoss supports local institutions to provide financial services for the poor that follow Islamic lending practices.

Most microfinance programmes are coupled with training and technical assistance to strengthen business and production methods of the poor. **Sri Lanka's** Area-Based Growth and Equity Programme for Poverty Reduction provides technical assistance and training to introduce a new industry, fish farming, to a poor community, which now harvests close to 80 tons of fish annually. The fish provides a good source of protein at an affordable price to the local population, and provides income to those who work in the industry. **Argentina's** Actions for Poverty Reduction and for Improving Mothers' and Children's Living Conditions develops local capacity in production processes and commercial management of microenterprises to ensure sustainability. Under **Kenya's** Strengthening Export Competitiveness of Women Bead Workers initiative, 850 Maasai women producers of traditional beadwork are cultivating entrepreneurial skills to increase their export competitiveness, thus raising their incomes and propelling a flourishing small business sector.

Many good practice cases involve access to social services, including education and health care, as a strategy to invest in human capital for long-term growth and poverty reduction. **Kenya's** Cash Transfer Programme for Orphans and Vulnerable Children focuses on increasing access to basic education and protecting the health of vulnerable children as part of its overall poverty reduction and human development objectives. The importance of

education and health are further explored in Chapters 2 and 3, on MDGs 2-6.

In Bihar, **India**, Promoting Decent Work and Sustainable Employability provided employment opportunities to families affected by the 2008 floods. The support was provided by developing the capacity of local planning processes and by tapping local resources and products to increase job opportunities. It provided needs-based training in modern and economical techniques for on- and off-farm income generation for approximately 6,000 marginalized and vulnerable people in relief camps who had been affected by the flood.

The cases also highlight the important role that infrastructure plays in enabling the poor to benefit more fully from economic growth. The development of rural roads, irrigation systems and other infrastructure vital for economic activity, including access to electricity, water systems and public works, is a requirement for significant participation in a modern economy; without it, the potential of the poor to generate income is seriously diminished. **Kyrgyzstan's** Area-Based Development in Batken Province Programme builds infrastructure through an integrated package of services and area-based programming, including irrigation, potable water, telephone and electricity facilities. **China's** 8-7 Poverty Reduction Programme delivered thousands of kilometres of rural roads and electricity lines, along with 4 million hectares of cultivable land through improving irrigation systems and other interventions, which supported the development of 125 million people residing in nearly 600 targeted 'poor' areas.

The extreme poor often have no start-up capital. While many programmes address this, as described above, by providing or facilitating microfinance services, other programmes directly transfer productive assets to the extreme poor as a way to break the cycle of poverty. The Bangladesh Rural Advancement Committee's (BRAC) Targeting the Ultra-Poor programme in **Bangladesh**, for example, employs an asset transfer – a one-time gift of the productive resources required to start a micro-enterprise (e.g., poultry, cages, and veterinary support) – along with technical skills to enable them to conduct business without incurring immediate debt. The programme then graduates viable entrepreneurs to BRAC's regular microfinance services. Participants increased their financial and physical assets through their participation in the programme.

4. Limited Access to Updated Information, Data and Surveillance on Food Availability and Needs

A lack of information about food availability can keep governments from preventing food shortages. Several cases facilitate food supply monitoring and the development of effective early warning responses to combat hunger. The Cross-Border Food Trade Monitoring System monitors previously unrecorded informal trade flows across the borders of **Malawi, Zambia, Mozambique** and **Zimbabwe** to better inform food aid allocations and to enable governments to better manage national food stocks.

5. Inefficient Use of Existing Resources, Untapped Value Chains

Some cases employ creative solutions to use existing resources more effectively for accelerated poverty reduction. This includes piloting or adapting innovative technologies and approaches, employing learning exchanges, developing innovative public-private partnerships and removing other barriers to effective resource utilization. Other cases successfully identified value chains connecting potentials of job creation, skills training and the development of partnerships encompassing

governments, the private sector, trade unions and schools. These were effective ways to support labour demand and the supply side.

The Smallholder Productivity Improvement Programme is a South-South cooperation strategy implemented in **seven African countries** that validates and disseminates agricultural good practices for raising smallholders' food production and productivity in order to build capacity for improving food security at the rural household level. It is estimated that 158,000 people benefited from the programme, which resulted in increased yields from 50 to 200 percent by using the improved technologies promoted by the programme.

Nepal's Employment and Peace Building through Local Economic Development programme tapped sectors with high early growth potential such as tourism and agriculture. Holistic approaches to responsive value chain upgrading and inclusive local development capacity development have contributed to sustainable market-led initiatives.

Tajikistan's Community Programme introduced an innovative mechanism to mobilize remittances for community development needs. Likewise, **Mexico's** Innovation for Equitable Development (IDEQ) programme explores marketing opportunities and trading initiatives, technical and commercial assistance and co-financing through risk capital and remittances by involving migrant communities of Mexicans in the US.

In Jabalpur, **India**, the Green Jobs Programme identified high-potential sectors for the creation of green jobs and possible areas of intervention for addressing decent work gaps and improving environmental performance. **Kenya's** Kayole Environmental Management Association (KEMA) invested in piloting ways to use recycled and reused garbage by converting it into practical products, including handbags and floor mats.



Women sewing a colorful traditional fabric as part of Kyrgyzstan's Batken Area-Based Development Programme



Photo: UNDP-Iraq Mine Action Team

Farmers in Iraq were able to expand their yields after deminers cleared their farmland of UXOs

KEMA first educated consumers about the benefits of using recycled and reused materials to overcome negative perceptions and a reluctance to use such products.

China's 8-7 National Poverty Reduction Programme facilitated the migration of more than 83 million farmers to pursue off-farm jobs, resulting in a more efficient allocation of labour resources.

In conflict and post-conflict countries, the pervasiveness of unexploded ordnances (landmines) can often pose a significant barrier to using land productively. **Iraq's** Support to Rural Development and Safer Environment through Mine Action builds national capacity to clear unexploded ordnances from agricultural land to enable a resumption of agricultural development and rural employment.

To ensure that its skill-training programme is relevant to the needs of the employers, the Partnership in Opportunities for Employment through Technology in the Americas programme implemented throughout **Latin America** and the **Caribbean** cooperates with over 100 partners in the public and private sectors who contribute their time, experience, energy and resources to ensure the programme's sustainability. Cambodia's Mekong Discovery Trail partnered with the private sector to design tourism products and business concepts that would appeal to the target market while benefiting local communities.

6. Lack of Social Safety Nets to Support Vulnerable Populations

A direct cash transfer may be the most effective way to reduce the vulnerability of and redistribute income to the ultra poor who are unable to work due to disability, age, illness or a high dependency ratio. **Malawi's** Social Cash Transfer Scheme is a pilot attempt that targets ultra-poor households living on less than \$0.10 per day and aims to reduce poverty, hunger and starvation in the most vulnerable households. Beneficiaries receive a monthly disbursement, the size of which is based on a number of factors,

including the size of the household. **Mexico's** *Oportunidades* programme provides cash transfers to 5 million households to alleviate current extreme poverty.

In their efforts to combat hunger, many countries are moving away from international food aid to more sustainable national safety net systems. **Namibia's** Transitioning Orphans and Vulnerable Children from Food Assistance to National Safety Net programme facilitates the identification and transfer of orphans and vulnerable children (OVC) from international food aid programmes to government-supported child welfare grants. By the end of the programme period, 25,082 OVCs were removed from food aid lists and the number of children receiving child welfare grants in the six programme regions increased by 145 percent, compared to regions not in the programme, which increased by only 57 percent.

For the extreme poor who are able to work, some cases implement direct employment public works programmes that increase the income of the poor and build infrastructure that facilitates economic growth. **Iraq's** Reconstruction and Employment Programme provides temporary emergency employment for the most vulnerable unemployed Iraqis through labour-intensive infrastructure rehabilitation, land clearing and irrigation schemes. The programme has employed more than 131,928 unemployed skilled and unskilled Iraqis, including 5,773 women, for a total of approximately 5 million working days.

China's 8-7 Poverty Reduction Programme introduced an East-Supports-West initiative, which paired ten of the more developed provinces in the east with ten of the poorer western provinces. The richer provinces were asked to support the development of their poorer partners. Support included: donations for schooling, health care and infrastructure; donations of supplies to farmers for their production and daily life; economic and technical cooperation; and personal exchange for volunteering, training and employment.

7. Capacity Constraints for Effective Implementation of Policies, Standards and Programs

There are numerous innovative programmes that address constraints challenging MDG achievement. Unfortunately, poor implementation methods can impede the effectiveness of these programmes. Improving implementation is a continuous process, requiring regular monitoring, evaluation, assessments and adjustments based on lessons learned. Several MDG good practice cases illustrate improvements to implementation that yield better results.

Uganda's National Fiscal Decentralization Policy was implemented to facilitate greater efficiency of service provision at the local level. Responsibilities for education, health, water, rural road construction and other community services were transferred from the central government to local governments, along with the power of local governments to tax their constituents to fund those services. In addition, grants were provided by the central government to local governments to fund many programmes. In Uganda, decentralization reduced the information costs of identifying the poor and the transaction costs of designing poverty reduction policies, since governments closer to the people are often in a better position to deliver services more aligned with the needs of the community. Since the Local Government Act was enacted in 1997, there has been a 30.8 percent reduction in poverty nationwide.

In **Rwanda**, Community Development Support in Gicumbi and Rulindo (PADC/GR)



A woman bead worker in Kenya proudly displays her products for sale

provided technical assistance and established a local development fund to strengthen the capacity of local government. The Local Government introduced an efficient and transparent system of planning, financing, monitoring and evaluation at the local level. The programme contributed to the improvement of household incomes through socio-economic public investments for financing public infrastructure, increasing access to local finance, and supporting the most vulnerable households through social safety nets.

In **Albania**, twelve MDG Regional Development Strategies were adopted by each of the twelve Albanian regional authorities, as per their mandate defined by the Albanian Law on Decentralization and Local Government, to frame regional and local development in full alignment with national development priorities and MDG integration. Regional Development Strategies provided socio-economic analysis of the respective region by goals and identified local challenges while offering a comprehensive strategy for development. The Regional Strategies gave local meaning to the global MDGs and fostered participation and bottom-up development planning. This local planning improved poverty-reduction efforts as Albania integrated the MDGs into its National Strategy for Development and Integration. This not only strengthened local governance with better coordination between national and regional governments, but also led to more efficient service delivery and the alleviation of poverty at local level.

Post-conflict countries often require additional effort to establish fully functional institutions as well as employment and labour standards and policies while they develop the technical and managerial skills to implement them. **Kosovo's** Skills Development for the Reconstruction and Recovery initiative supports institutional and policy development. This resulted in the establishment of labour market institutions, including the Ministry of Labour, the Public Employment Service and a network of eight regional training institutions. The youth employment policy and action plan was developed and adopted, along with active labour market programmes targeting disadvantaged youth.

Better Factories in **Cambodia** promoted decent work opportunities in the apparel export industry and supported the monitoring of and reporting on working conditions according to the Cambodian Labour Law and ILO standards. It mitigated the vulnerability of workers at 258 garment export factories, most of whom are women. Factories have also been supported with remediation and training to improve working conditions and productivity.

Bosnia and Herzegovina's Upper Drina Regional Development programme helped municipal governments become more customer-oriented, transparent and accountable local administrations that serve all citizens equally. Civil Society Organizations were also strengthened to lobby for the needs of local people, particularly of the poor and most vulnerable. These interventions increased citizens' participation in decision-making and improved the delivery of and access to public services in participating areas.

Mozambique's Community Safety Net Programme toward Government-Led Food Based Safety Nets improves the efficiency of food support programmes by streamlining implementation modalities, improving monitoring and quality assurance systems, increasing government leadership and aligning the programme within national and provincial plans. The programme initiated agreements with umbrella partners to reduce the number of food aid implementation organizations who liaise directly with the national programme representatives. The umbrella partners are responsible for implementation in their defined areas; this has resulted in a reduced workload for the national programme, enhanced efficiency and better systems for quality assurance, all of which has led to better monitoring, reporting and accountability.

OTHER KEY ELEMENTS OF SUCCESS AND LESSONS LEARNED

While the previous section focused largely on innovative approaches used to alleviate constraints and challenges, three main areas were commonly cited as key elements of success for MDG good practice cases:

Participatory Processes, Social Mobilization and National Ownership

Numerous cases cite the importance of participatory processes and social mobilization for the success of the good practice initiatives. **Bosnia and Herzegovina's** Upper Drina Regional Development programme learned that a participatory approach leads to empowerment, and greater implementation effectiveness. It also demonstrated that establishing social trust is a prerequisite for effective participation that improves the quality and substance of community involvement. **Syria's** Rural Community at *Jabal Al Hoss* facilitated participation and local ownership by ensuring that local committees with elected members and the local community became shareholders, not mere loan beneficiaries, which contributed to full engagement of the community. **Nigeria's** Village-by-Village Food Security programme also ensured a participatory approach and prioritized the importance of local ownership, among many other things.

Ensuring that the initiative's objectives, approach and activities are fully owned by national partners is vital to secure the best results and is a key element for any exit strategy. **Ethiopia's** Konso Community Tourism demonstrated that building commitment and support among policy makers and operational staff is essential for success because making lasting change often requires trade-offs and taking initiative. They helped to build commitment by showing local officials how the approach can improve livelihoods and facilitate knowledge exchanges, thereby giving first-hand

exposure to successful initiatives that were applied elsewhere. **Turkmenistan's** Social and Economic Integration of Visually and Hearing-Impaired People initiative raised government officials' awareness of the needs of the disabled, which facilitated the accession by the Government of Turkmenistan to the Convention on the Rights of People with Disabilities.

Regular Monitoring and Evaluation, and Adjusting Programs Based on Lessons Learned

A rigorous, comprehensive and regular monitoring and evaluation system is a key element of success for many good practice cases, especially for large, nationwide programmes. In order to be effective, management must use the results of evaluations and assessments to inform the decision-making process while adjusting the programme on the basis of lessons learned. For example, **Mexico's** *Oportunidades* programme planned its monitoring and evaluation system at the start of the programme and collected comprehensive baseline information to facilitate quality analysis. This allowed the successful targeting of beneficiaries and the measurement of results. Kenya's Cash Transfer Programme for Orphans and Vulnerable Children programme developed a comprehensive monitoring and evaluation framework to contribute to a permanent dialogue with different stakeholders and to secure support from them. This helps to ensure that the required systems and processes are in place and remain effective so that the government is able to implement the programme. In the Millennium Villages in **10 African countries**, systematic monitoring and evaluation provided data for an evidence-based approach to development. Documentation of the implementation process also identified barriers and facilitators, thus ensuring higher agricultural productivity.

Incorporating Gender in Design, Implementation and Evaluation

While many programmes cited the importance of incorporating gender in design, implementation and evaluation, others admitted that it is an area that needs improvement. **Iraq's** Reconstruction and Employment Programme acknowledged that although emphasis on women's involvement has featured significantly in many activities of the programme, more activities need to be designed and implemented to develop knowledge and skills valued by women, including sewing and midwifery, which would further increase the participation of women. **Syria's** Rural Community Development at *Jabal Al Hoss* initiative engaged women at all stages of decision-making and ensured that they were members of the local village development committees, marketing committees and literacy classes. This was cited as a key element of success of the programme.



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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.A: Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day

CONSTRAINT:

Barriers to Growth and Income Equality

Macroeconomic policies that do not adequately take advantage of Chile's growth potential; insufficient resources to implement social services and safety nets required for poverty reduction

Chile's Growth with Equity Development Strategy⁴ focuses on pro-poor macroeconomic reforms to stimulate economic growth and improve income distribution. It also reformed the tax policies to significantly increase public expenditures for social sectors and safety nets for the vulnerable.

COMPONENTS:

- Opening of the economy to world trade;
- Pursuit of a conservative fiscal policy, planning for a budget surplus and reducing public debt;
- Expansion of the domestic capital market;
- Reform of tax policies, including a tax increase that allowed the government to expand social expenditures by more than 200 percent through the 1990s;
- Increased focus on social investment aimed at upgrading the education, skills, access to health services and housing of the poor;
- Reform of labour policies, including an increase in the minimum wage by 17 percent in real terms between 1989 and 1991;
- Expansion of income-support schemes for low-income families, and improved pensions;
- Implementation of an experimental programme that granted community-based organizations public funds to develop initiatives to improve neighbourhood infrastructure or start micro-enterprises.

RESULTS:

- Between 1990 and 2000, poverty was reduced from 40 percent of the population to 20 percent. Chile reduced poverty by nearly 50 percent at a time when the Latin America region as a whole reduced poverty by only 8.3 percent.
- Tax collection increased by 3 percent of GDP; all additional funds were spent in social sectors. In the ten-year period, public expenditures increased sharply for education (274 percent), health (250 percent), social security (181 percent) and housing (164 percent), among others.
- The pro-growth strategy enabled the economy to grow at 6 percent per year during the decade.
- About 60 percent of the poverty eradicated during this period can be attributed to economic growth and 40 percent to social policies.
- The combination of high growth and active redistribution policies reduced by nearly one half the extreme income disparity between the top 20 percent and the lowest 20 percent of the population, when considering cash and in-kind transfers.
- Real wages increased by 3.3 percent a year.
- The rate of investment reached an all-time high of 25 percent of GDP.
- Domestic savings reached an all-time high of 22 percent of GDP.
- Public debt fell sharply, from 43 percent of GDP in 1990 to 13.7 percent of GDP in 2000.

KEY ELEMENTS OF SUCCESS:

- Chile's success in rapid poverty reduction comes from a combination of an active pro-growth agenda and aggressive social policies focused on poverty reduction.

LESSONS LEARNED:

- A tax increase was necessary to reduce poverty in Chile during the 1990s.

⁴ Case taken largely from: Foxley, Alejandro, 2004, "Successes and Failures in Poverty Eradication: Chile", A case study from Reducing Poverty, Sustaining Growth- What Works, What Doesn't and Why- A Global Exchange for Scaling Up Success, paper presented at the conference Scaling Up Poverty Reduction: A Global Learning Process, World Bank: Shanghai



- Institutional reform in the public sector is required. It must include the professionalization of public managers.
- Decentralization for a more accountable provision of public services was also required for poverty reduction.
- Institutional inefficiency in the social sector, including poor bureaucratic management, rigidity in hiring and firing practices and a lack of incentives, limits the potential for social-sector spending on poverty reduction.
- In some cases, it pays to directly confront any vested interests. When workers in social sectors demand life-long employment irrespective of performance, holding ground for reform despite strikes and political costs will result in immense welfare gains over the long term, as more flexible, decentralized, incentive and user-oriented social services are provided.
- The slowdown in poverty reduction during the second half of the 1990s resulted from decreasing returns to large expenditures in public health and education, after basic coverage problems were solved. Pouring more money into inefficient public services does not reduce poverty as much over the long run as initially, when basic infrastructure is built and teachers and health care workers get better pay.
- Inter-sectoral coordination can become a bottleneck as programmes for the poor are scaled up.
- Counter-cyclical social expenditure is possible if budget surpluses in periods of high growth are saved for times of low growth.
- Sound macroeconomic policies can dampen the impact of economic downturns on the poor. There is still a lot to learn, however, about how to design a social safety net that protects the extremely poor and vulnerable.

BACKGROUND INFORMATION:

The early 1980s marked a period of economic crisis for Chile: GDP fell by 16 percent in 1982 and 1983 and unemployment increased by 30 percent. The collapse of the financial sector cost Chilean taxpayers between 30 and 40 percent of GDP and around 50 percent of the population fell below the poverty line; extreme poverty affected 30 percent of the population. In 1985, the country implemented a series of reforms to stimulate economic growth and regain financial solvency. While exports did grow rapidly and unemployment went down, 45 percent of the population still remained below the poverty line in 1987. A large tax reduction in the late 1980s, equivalent to 4 percent of GDP, forced a large cut in social expenditures, resulting in a severe deterioration in the coverage and quality of public health services, lower wages for teachers and lower pensions for the elderly.

In this context, the Growth with Equity Development Strategy was unveiled in 1990. The government's main message was that efforts to eradicate poverty would be successful only if they were based on an unambiguous pro-growth strategy and accompanied by robust social policies.

IMPLEMENTATION PARTNERS:

Government of Chile



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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.A: Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day

CONSTRAINT:

Inadequate Infrastructure and Public Financing for Poor Rural Areas

Lack of assets, employment opportunities and infrastructure required for poverty reduction

China's 8-7 National Poverty Reduction Plan⁵ aimed to lift the majority of the remaining 80 million poor above the Government's poverty line during the seven-year period from 1994-2000 through assisting poor households with land improvement, increased crop and livestock production, improved access to off-farm employment opportunities, improving road, electricity and drinking water access, and ensuring universal primary education and basic health care. Dedicated poverty reduction loans were granted to facilitate production activities and economic development in poverty-stricken areas; poverty-stricken households were able to receive credit supports directly.

COMPONENTS (SELECTED):

- Formed RMB 26.9 billion of fixed assets;
- Newly developed 3.25 million hectares of cash trees;
- Facilitated migration of 83.43 million farmers to pursue off-farm jobs;
- Delivered over 4 million hectares of basic cultivable land (including improved irrigation systems);
- Delivered 320,000 km of roads; 360,000 km of electricity lines and safe drinking water for 53.5 million people;
- Brought the soil and water erosion problem under control for 30,000 km² of land.

RESULTS:

- Directly supported 30.7 million households, or 125 million people residing in 592 state-designated poor counties.
- Employed 17.24 million workers in poverty reduction activities.
- The number of rural poor declined from 80 million in 1993 to 32 million in 2000; participating counties had a 40 percent reduction in poverty during the programme period, on average.
- Grain production grew 1.9 percent in participating counties, 3.2 times higher than the national average.
- The rate of return on poverty investments was estimated at 12 percent.
- Participating counties saw their agricultural production grow by 35 percent due to increased market access.
- The average total years of schooling rose from 5 to 8 years during the programme period.

LESSONS LEARNED:

- Poverty reduction in China is highly correlated with agricultural GDP growth.
- Private enterprises accounted for more than 50 percent of the new off-farm job opportunities in rural areas.
- The targeting of poor counties initially bypassed all poor villages that happened to be in richer counties and resulted in significant leakages to the non-poor.
- The selection of programmes, along with design, management and evaluation, could have been more participatory to maximize the number of projects that respond to the beneficiaries' needs.
- Solutions such as an inclusive rural finance system with rural collective banks and microfinance were needed to meet the gap in financial access to the poor.
- Grants would have been more effective if less had been spent on administration and the bounds of authority over the grants had been clearer.
- Primary education, farmers' vocational training and basic medical facilities have been generally inexpensive and relatively easy to supervise and manage, which made them ideal small-scale investments.

⁵ Case taken largely from: Sangui, Wang, Li Zhou and Ren Yanshun, 2004, "The 8-7 National Poverty Reduction Programme in China - The National Strategy and Its Impact", A case study from Reducing Poverty, Sustaining Growth- What Works, What Doesn't and Why: A global exchange for scaling up success. Paper presented at Scaling Up Poverty Reduction: A Global Learning Process and Conference. World Bank: Shanghai, May 25-27, 2004

KEY ELEMENTS OF SUCCESS:

- A stable political environment and rapid economic growth fostered poverty reduction.
- Local officials were given incentives through ‘four to provinces’, meaning ‘funds, power, tasks, and responsibility to provinces’; local government officers who failed to meet poverty reduction objectives were dismissed.
- Funds were allocated for specific projects submitted directly by country governments in a competitive process.
- The East-Supports-West initiative encouraged 10 richer eastern provinces to support the development a poorer province in the west by providing funds for education, health care and infrastructure; production supplies to farmers; economic and technical cooperation; personal exchange for volunteering, training and employment.
- A well-established national payment transfer scheme reprioritized central funds to poorer regions. Local governments of the richer eastern provinces relied on their own resources to solve their local poverty problems.
- Issues specific to ethnic minorities, rural migrants, women and individuals with disabilities were considered.
- Strong resource mobilization capacity of the Chinese Government, which prioritized funding for the 8-7 Plan.
- Management activities were completed within the existing system without parallel structures.
- Broad participation from all levels of government, NGOs and international organizations.
- It prompted international agencies to expand the scale of their poverty reduction activities.
- Measures and projects of the 8-7 Plan have been regularly evaluated and adjusted to improve effectiveness.

BACKGROUND INFORMATION:

The 8-7 Plan was China’s first major initiative to address regional poverty. It accounted for 5 to 6 percent of government expenditures; funding from the central government required matching contributions from provincial and lower-level anti-poverty funds. The 8-7 Plan included three types of anti-poverty programmes: subsidized loans for investment in production and economic development; food-for-work to build infrastructure in poor areas; and grants. National and provincial governments chose the types of investments, and village committees decided on the allocation of project investments and labour contribution. The government grants supported construction projects, small-scale infrastructure, basic education, health care, culture, science, technology, training and industry in poor areas.

Poverty reduction during the programme period has been attributed to the joint effect of economic growth, agricultural price increases, rural-urban migration and poverty reduction efforts. Drawing from the 8-7 Plan’s lessons learned, the Chinese government launched the New Century Rural Poverty Alleviation Plan for 2001-2010. The new plan targets poor villages rather than poor counties in order to reach previously untargeted communities and emphasizes human capital and social development. It promotes participatory poverty reduction approaches, calls for village-based comprehensive development and recognizes the importance of rural-urban migration as critical for poverty reduction.

IMPLEMENTATION PARTNERS:

The Government of China at all levels; national NGOs; international agencies, including UNDP, FAO, WFP, UNICEF, UNIDO, ILO, UNFPA; Other international partners, including the World Bank/IBRD, ADB, IFAD, AusAID, CIDA, DFID, GTZ, JICA, the Netherlands, Finland, Sweden, Ford Foundation, WWF, Oxfam, KfW, World Vision, Save the Children

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.A: Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day

CONSTRAINT:

Lack of Incentives and Resources to Care for Orphaned and Vulnerable Children

Poor households lack the financial capacity to care for Orphaned and Vulnerable Children (OVC)

Kenya's Cash Transfer Programme for Orphaned and Vulnerable Children provides a social protection system through regular cash transfers to extremely poor families living with orphaned and vulnerable children (OVC) in order to foster the continued care of OVCs and to promote their human development through basic education, basic health and nutrition services and birth registration.

COMPONENTS:

- Strengthen the capacity of the Department of Children Services to manage the implementation of the CT-OVC programme through adequate targeting and payment mechanisms, monitoring, evaluation, transparency, accountability;
- Strengthen the capacity of beneficiary households to care for OVC;
- Increase access to basic education for OVCs aged 6 to 17 in beneficiary households;
- Increase access to basic health and nutrition services for OVCs aged 0 to 5 years in beneficiary households;
- Increase the number of OVCs in beneficiary households who are issued birth certificates.

RESULTS:

- Starting from a 500-household pilot in 3 districts, the CT-OVC Programme now covers 75,000 households that receive cash payouts every two months at the nearest Post Office.
- Almost 250,000 children have better access to health, education, nutrition and birth registration services. The programme will reach its initial target of 100,000 households two years earlier than expected due to the increased capacity, commitment and funding from the Government of Kenya, as part of the national social expenditure.
- The annual local tax revenue allocation for the programme has increased from \$800,000 in 2005 to more than \$10 million in 2010.

KEY ELEMENTS OF SUCCESS:

- Government commitment, reflected in the increasing human resources and budget allocations.
- Building capacities in existing government and community structures.
- Direct technical assistance to establish systems for a national programme (Operations Manual, Management Information System, Building Capacity Strategy, Monitoring and Evaluation Framework, Communication Strategy).
- Outsourcing the delivery of the cash subsidies to an independent, competitive, and efficient service provider.
- Strong partnership between the Government of Kenya and international development organizations.

LESSONS LEARNED:

- Progressive development of operations needs to take existing structures and organizational cultures into account.
- The joint collaboration with communities for all operational processes ensures ownership, transparency and adequate development at the local level.
- The development of a comprehensive monitoring and evaluation framework contributes to permanent dialogue and support from different stakeholders.
- The capacity of the financial system to ensure timely delivery of resources poses a major risk to cash transfers.
- The need to develop effective communication strategies has emerged as a permanent challenge.
- Other services need to complement cash subsidies to increase the welfare of beneficiary

households and to define clear exit strategies with other institutions.

BACKGROUND INFORMATION:

In Kenya, there are an estimated 2.4 million orphaned children; 60 percent of them have been orphaned as a result of HIV and AIDS. Statistics show that for every 10 children orphaned by AIDS, 3 to 4 will have died of HIV or AIDS by age two. The capacity of families to care for and protect orphans is overstretched. This, combined with increasing poverty, has left many children heading their own households, living in institutional care or surviving on the streets. Death rates due to HIV and AIDS have doubled in the last six years and the situation is unlikely to improve significantly in the near future. This increased demand for services for OVC has also increased the pressure on the Department of Children's Services.

The Government of Kenya's Department of Children's Services, with support from UNICEF, embarked in 2004 on an ambitious initiative to demonstrate the feasibility of a social protection scheme through cash transfers to the poorest households taking care of OVC. The required processes and systems now exist to ensure the government's capacity to implement a national programme to respond to the OVC crisis effectively and efficiently. The government has been progressively implementing and sustaining this programme technically and financially, through which 75,000 households have increased their capacity to provide better nutrition, health and education to almost 250,000 children. It is expected that, as a long-term result, these children will be able to overcome the intergenerational poverty cycle.

The initiative's activities included the design, practical testing and adjustment of every process of the programme for inclusion in a comprehensive Operations Manual. The development of the software of the Management Information System (MIS) followed the decisions on the Operations Manual. At the same time, the Operational and Impact Evaluation was designed. This parallel process required permanent on-the-job training provided by international experts, direct technical assistance, investment in equipment and human resources at the technical level, and continuous decision-making about policy, design and implementation issues.

UNICEF continues to provide financial resources and technical assistance for the design, setting of systems, implementation and scale-up process of the programme. UNICEF has also developed permanent advocacy. The increased recognition, funding and support that different stakeholders have given the CT-OVC Programme are the results of these efforts.

IMPLEMENTATION PARTNERS:

Department of Children's Services at the Ministry of Gender, Children and Social Development; the Ministry of Planning and Finance; UNICEF; DFID; World Bank; SIDA; DANIDA

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.A: Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day

CONSTRAINT:

Lack of Enterprise Development Services, Particularly for Women

Inadequate credit and technical knowledge available to facilitate the poor's access to financial services, especially for women

Argentina's Actions for Poverty Reduction for Improving Mothers' and Children's Living Condition Programme aims to reinforce the national government's strategy to increase the income of poor people by promoting microcredit for small-scale entrepreneurs. It does this by developing and strengthening local microcredit organizations in impoverished regions of Argentina in order to increase coverage of financial services to poor people, in particular women.

COMPONENTS:

- Develop twelve micro-loan organizations in nine Northern provinces, covering the poorest geographic region;
- Grant low-interest loans to 5,000 new micro-borrowers to increase their income, with a special emphasis on female-headed households;
- Strengthen local capacity to care for the environment by sharing knowledge of production processes and commercial management of micro-enterprises;
- Facilitate learning and knowledge sharing at technical and operational levels to promote the implementation of the government's strategy to improve the living conditions of poor people.

RESULTS:

- Twelve micro-loan local institutions developed in the poorest areas of Argentina (the nine Northern provinces).
- Over 3,600 micro-enterprises financed by October 2010. This constitutes a source of income for 12,100 people living in socially vulnerable situations.
- Granted 14,000 micro-loans with only 3 percent write-offs.
- Trained over 40 people to manage micro-loan projects; an additional 20 people are currently being trained in the methodology.
- Systematized a management model to develop the capacity of local microcredit organizations. This advocates the replication of lessons-learned and good practices on a larger scale.

KEY ELEMENTS OF SUCCESS:

- This initiative employed a capacity development approach that strengthened the bonds between local institutions and their communities.
- Participating NGOs receive three kinds of resources: 1) their development is mentored by International Technical Service Providers, who work directly in the field to assure hands-on assistance; 2) local counterparts receive subsidies for almost two years in order to guarantee full-time staff; and 3) they receive credit to finance their micro-loan portfolios at very low interest rates.
- Includes the participation of different actors with specific roles and can be replicated by other stakeholders.
- Complements governmental policy, which is being implemented on a larger scale.

LESSONS LEARNED:

- It is important not to mix technical and financial assistance. Each should be done by specialized institutions with distinct responsibilities.
- It is necessary that NGOs have their own infrastructure, hardware, software, and communication strategy.
- It is essential to have a full-time professional team.
- The chief should manage his or her own portfolio in the first year in order to gain field experience, which can also be shared with the rest of the staff.



- Technical Assistance Providers need to be active during the first year when assessing micro-loans. By so doing, NGOs learn from their experience and put into practice what they have previously learned in a theoretical way.
- To develop a 'recovery management culture' inside the organization, it is important to make clear that microcredit is a development policy, different from other social programmes.
- Staff need to feel motivated. They should be confident that they will have opportunities to develop their professional careers as the institution grows.
- The Executive Board and the technical staff should know that they can be operationally sustainable and that the organization should not depend exclusively on future subsidies or donations.

BACKGROUND INFORMATION:

Access to microcredit is useful for development since, in general, the poor cannot offer acceptable guarantees to banks and the loans they require are too small to be viewed as profitable by those institutions. The programme has been working since April 2005 and is expected to last until December 2010, with a budget of over \$3.3 million.

IMPLEMENTATION PARTNERS:

UNDP; Government of Argentina, Social Development Ministry; Italian Cooperation (Italian Embassy in Buenos Aires)

International NGOs for providing Technical Assistance in the field of Micro-credit: COCIS Consortium (ISCOS & COSPE) and Consortium GVC CISP

Non-profit microfinance institutions acting as local counterparts in the nine provinces: *Misiones, Asociación Jardín de los Niños and Federación de Familias Kolping; Tucumán, Consorcio Banca Solidaria and Centro Andino de Investigación y Formación (CADIF); Chaco, Asociación DEMOS; Formosa, Fundación Gran Chaco; Corrientes, Asociación Red Corrientes-Red MERCOSUR; Salta, Programas Sociales Comunitarios and Asociación para el Desarrollo; Jujuy, Proyecto Jujuy; Asociación Proyecto Jujuy; and Santiago del Estero, Cooperativa Solidaria Ltda*

Trust Fund Manager: *Fondo de Capital Social, FONCAP S.A.*

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.A: Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day

CONSTRAINT:

Social Exclusion and Lack of Minimum Asset Base to Access Microfinance

Social exclusion and vulnerability preventing the extreme poor from accessing microfinance services and starting an income-generating business

The Bangladesh Rural Advancement Committee's (BRAC) 'Targeting the Ultra Poor' (TUP) Programme⁶ in Bangladesh targets the extreme poor who face a number of constraints preventing them from accessing microfinance services. TUP is a two-year special investment programme involving asset transfer, intensive social awareness and enterprise training, and health services to help alleviate extreme poverty. At the conclusion of the programme, successful participants are graduated to BRAC's microfinance groups and self-employment initiatives.

COMPONENTS:

- Integrated targeting methodologies to identify the extreme poor;
- Income generation training and regular refreshers to ensure a good return from the asset transferred;
- Asset transfer to significantly increase the household's asset base for income generation;
- Monthly stipends to smooth consumption, reduce vulnerability and reduce opportunity costs of asset operations;
- Establishment of a village assistance committee and mobilization of local elites to create a supportive and enabling environment and to build confidence and raise knowledge and awareness of rights;
- Health support to reduce morbidity and vulnerability;
- Enterprise input and support to ensure good returns from the assets transferred;
- Technical follow-up and support of the enterprise.

RESULTS⁷:

- TUP participants had a greater rate of asset accumulation than non-participants in all asset domains –
 - Financial assets (savings and credit): 98 percent of programme participants had savings in 2005, compared to only 8 percent before joining the programme in 2002. In 2005, 58 percent of beneficiaries and 42 percent of non-participants had an outstanding loan taken in cash, up from 21 percent and 34 percent, respectively.
 - Physical assets (livestock, household and productive assets): 88 percent of programme participants owned at least one cow in 2005, compared with 2.5 percent in 2002.
 - Natural assets (cultivable and homestead land): Of the 54 percent of programme participants that owned land in 2005, 35 percent had been landless in 2002.
 - Social assets (social and legal awareness): In 2005, 82.5 percent of programme participants knew the legal age of marriage for women, up from 23 percent in 2002.
 - Human capital (demographics, education, health and sanitation): moderate improvement in most areas.
- Nearly all programme participants reported an increase of between two and four asset types. The biggest gains were in financial and physical assets and the least gains were in human and natural assets.
- Reported food deficits among programme participants decreased from 98 percent in 2002 to 70 percent in 2005 and subjective assessments suggest that they can expect to recover from shocks sooner than non-participants.

⁶ Hulme, David and Karen Moore, 2007, "Assisting the Poorest in Bangladesh: Learning from BRAC's 'Targeting the Ultra Poor Programme'", Brooks World Poverty Institute, University of Manchester: Manchester

⁷ Evaluated for the period 2002-2005: Rabbani. M. et al., 2006, Impact Assessment of CFPR/TUP: A Descriptive Analysis Based on 2002-2005 panel data, CFPR/TUP Working Paper Series No. 12, BRAC RED: Dhaka and Aga Khan Foundation: Canada

KEY ELEMENTS OF SUCCESS:

- One of the highly innovative features of the programme is that it involves a substantial asset transfer – a one-off gift of a micro-business so that they have the material resources (e.g., poultry, cages, veterinary support) and non-material resources (e.g., technical skills and social standing) required to start a business.
- Monthly stipends and health services provide basic security for programme participants.
- Local elite are recruited to support TUP participants and other very poor people.

LESSONS LEARNED:

- The poorest people cannot benefit from a single ‘magic bullet’ like microfinance. They need a carefully sequenced set of supports that provide livelihood security, confidence building, skill development, asset transfer and support for and institutionalization of their improved position within the local economy and society.
- The poorest households can develop capacity to engage with the economy in ways that permit them to sustain their improved position without further subsidies or transfers.
- The economically inactive ultra poor (e.g., the frail, the elderly, AIDS orphans, people in chronic ill-health) and socially excluded or adversely incorporated people (e.g., bonded labourers, refugees) will need more conventional forms of social protection, including old-age provisions, humanitarian aid, free health services and child grants.
- Intensive handholding is a must for helping the ultra poor. For this purpose, an exclusive monitoring mechanism is essential.

BACKGROUND INFORMATION:

The Bangladesh Rural Advancement Committee (BRAC) works in all 64 districts in Bangladesh and reaches 110 million people with its programmes and services, making it the largest NGO in the world. Its microfinance programme serves nearly 8.5 million people, with over 6.7 billion dollars lent since its inception in 1972. BRAC’s health programme serves 92 million people and its education programme has graduated 4.1 million students. BRAC has created over 8.5 million jobs through a variety of social enterprises, and the organization now works in Afghanistan, Sri Lanka, Pakistan, Tanzania, Uganda, Southern Sudan, Liberia and Sierra Leone and is an excellent example of South-South Cooperation.

The ‘Targeting the Ultra Poor’ (TUP) programme was launched in 2002 as an experimental initiative in response to the finding that BRAC’s highly regarded microfinance programme rarely reached the poorest women, as is the case with most microfinance programmes throughout the world. This is partially due to social exclusion and because the loan-driven approach does not match the needs or preferences of the very poorest. Since 1985, BRAC had been working with WFP to link food aid recipients with BRAC’s savings programmes, social development and income-generation training and, eventually, microcredit. While the programme received favorable evaluations, at least 30 percent of participants – usually the poorest and most vulnerable households – do not progress to microfinance programmes.

TUP specifically targets the extreme poor, who are brought under a special two-year investment programme involving asset transfer, intensive social awareness and enterprise training, and health services. After 24 months, participants are eligible to graduate to Village Organizations (VO) to access microcredit.

IMPLEMENTATION PARTNERS:

Bangladesh Rural Advancement Committee
United Kingdom’s DFID, CIDA, the European Commission, Novib (Oxfam Netherlands) and AusAID

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ERADICATE
EXTREME POVERTY
AND HUNGER



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EXTREME POVERTY
AND HUNGER

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.A: Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day

CONSTRAINT:

Limited Employment Opportunities and Enterprise Development Services in the Poorest Province

Limitations in technical knowledge, agricultural extension, financial services and infrastructure (water, roads, electricity, telephone, etc.) required to stimulate rural employment

Kyrgyzstan's Area-Based Development in Batken Province programme facilitates stronger partnership between communities and local authorities to improve livelihoods through an integrated package of services and area-based programming in Batken oblast (province). The programme aims to reduce poverty by creating employment opportunities for the poor, providing access to financial, agricultural extension, socio-economic infrastructure services and irrigation/potable water.

COMPONENTS:

- Support the modernization of small businesses through transfer of practical knowledge, skills and technology;
- Create business opportunities for the poor by providing a complete chain of business services, including technical and skills training, provision of small grants for start-up of businesses, and facilitation of access to microcredit and market information;
- Support agricultural development through the establishment of 15 extension service centres to provide direct consultative support, distribute agriculture-related information and provide services to beneficiaries;
- Improve rural and urban socio-economic infrastructure;
- Rehabilitate rural water supply systems and strengthen village-based water user associations.

RESULTS:

- The region was the poorest in the country before the start of the programme in 2003, with 85 percent of the local population living in poverty (against the 50 percent poverty rate for the country as a whole). By 2007, the incidence of poverty in Batken had decreased 40 percent and was thus closer to the national average. As a result, Batken oblast is no longer the poorest region in the country.
- More than 2,000 people from target villages became members of Self-Help Groups, which became institutionalized organizations with over KGS 2 million of internal savings used for internal lending, improvement of village infrastructure and charity within their association.
- There was immediate improvement in the social infrastructure of target villages, including roads, telephone access, electricity provision, irrigation and supply of potable water. Better access to clean drinking water immediately improved public health situation in target villages, with a 36 percent decrease in the incidence of water-borne diseases such as intestinal diseases, hepatitis, and typhoid.
- Small grants support in combination with business capacity development helped to establish 122 new businesses.
- More than 16,000 villagers in the most remote and low-potential areas benefited from access to electricity, drinking and irrigation water and improved infrastructure (e.g., roads, bridges, telephones).

KEY ELEMENTS OF SUCCESS:

- Wide programme coverage and sufficient funding helped to create a critical mass of successful, sustained poverty reduction efforts that the government could replicate in other oblasts and regions.
- Ensuring participation of the poor, including women and youth, to enable them to adequately express their needs and constructively contribute in local development initiatives. The programme facilitated community participation in initiation, implementation and monitoring of socio-economic infrastructure projects.



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- Robust engagement of the local authorities in all stages of implementation helped to improve their ability to formulate, implement, monitor and evaluate specific projects that reflect the direct and immediate needs of the community. Efforts developed and implemented by local authorities included both short-term measures to generate jobs and provide much-needed basic social services, as well as 'smart investments' (such as key small infrastructure) that could be rapidly implemented but aligned with medium and longer-term priorities to ensure competitiveness and to promote the high-quality, inclusive delivery of public services.

LESSONS LEARNED:

- Strengthening the capacity of local governments by engaging them during the entire project cycle helped to ensure full ownership of the interventions.
- It is critical to ensure full transparency of the process by engaging local self-government and civil society when assessing needs assessment, setting priorities, and approving and distributing grants.
- Grants should support the most vulnerable households in low-potential areas.
- Regularly filed monitoring visits with the participation of the government and donors helped to increase countrywide advocacy for the area-based development approach.

BACKGROUND INFORMATION:

The Batken oblast is in southern Kyrgyzstan, bordering Uzbekistan to the north and Tajikistan to the south. Batken is relatively far from the capital, Bishkek, and is poorly serviced by road and air. It is one of the poorest regions of Kyrgyzstan, with 40.9 percent of residents living in poverty in 2007. Due to its specific geographic situation and deteriorated infrastructure, Batken oblast has the country's worst access to basic public services, including safe drinking and irrigation water, and is located in a conflict-prone area with a multiethnic population that requires programming that is sensitive to conflict. Geographical isolation and industrial collapse have significantly increased poverty, unemployment and vulnerability. The key development challenges facing Batken can be addressed only through comprehensive intervention that looks at the development picture as a whole and offers integrated solutions.

The 1st phase of the programme was implemented from 2005 to 2007 (24 months), with total budget of €2,344,780 (EC contribution: €2,239,098; UNDP contribution: €105,682).

The 2nd phase of the programme is implemented from 2008 to 2010 (24 months), with total budget of \$1,800,000 (Korean Government contribution – \$900,000, UNDP contribution – \$900,000).

IMPLEMENTATION PARTNERS:

Administration of the President of the Kyrgyz Republic, Ministry of Economic Development and Trade, Ministry of Agriculture, Water and Processing, Batken State Province Administration

UNDP; European Commission (2005-2007); Government of Korea (2008-2010)

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.A: Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day

CONSTRAINT:

Lack of Enterprise Development Services

Lack of technical knowledge and credit available for small and mid-size enterprise creation

Sri Lanka's Area-Based Growth and Equity Programme for Poverty Reduction (ABGEP)

promotes rural business entrepreneurship and enterprise development by providing training, technology transfer and credit required to stimulate job creation, increase incomes and reduce poverty.

COMPONENTS:

- Training, technology transfer and credit to increase output and generate new industries in the agricultural sector;
- Introduction of fish farming to poor families;
- Uva enterprise development fund to provide credit for small and mid-size enterprises.

RESULTS:

- As a result of the agricultural innovations introduced by the programme, people in the region have harvested over 400,000 kg of high-value crops, annually valued at Rs 60 million (\$616,500), creating 300 jobs.
- The programme spawned a cut-flower industry, which created 10,000 new jobs.
- In addition to employment generation, the programme also provided 40 farmers with technical assistance, training and material credit – half of which had to be repaid with four percent interest – to set up 'demonstration' tunnels with a limited range of the higher-value crops. When the pilot programme ended in December 2001, it boasted a 56 percent survival rate.
- The programme successfully introduced fish farming to poor families in the Monaragala district, and fresh water fish like carp and tilapia have since become a staple of the region, providing a good source of protein at an affordable price. There are 25 fishery cooperatives to manage the industry, which started with several 'demonstration tanks' but harvest close to 80 tons of fish annually.
- Other initiatives included the \$250,000 Uva Enterprise Development Fund that still provides credit for pioneering small to mid-size enterprises in the region; a community-based Mini-Hydro Electricity Project that provides electricity to nearly 400 families in remote areas; a Community Radio that provides a voice for the poor; and the Adaptive Agricultural Research and Training Centre, which has emerged as a model for technology transfer for other sectors of the Province and other areas and sectors of Sri Lanka.
- Between 1999 and 2002, the programme generated some 1,200 full-time job equivalents and Rs 500 million in additional income in the regional economy. As word spread of business successes through ABGEP initiatives, other entrepreneurs adopted and emulated many of the technologies, processes and management systems and started additional businesses on their own. Commercial banks have independently developed initiatives to fund pioneering businesses. In addition, they have sent loan officers for training at the Agricultural Research and Development Centre and have pledged to work with the Provincial Government to identify potential borrowers.
- The Provincial Government, with support from the national government, continues to pursue the programme's objective. The Adaptive Research and Development Centre now charges for its services and its client base continues to expand and now includes out-of-province farming entrepreneurs.

KEY ELEMENTS OF SUCCESS:

- The strength of the programme lies in the fact that it identified pockets of poverty in the Uva province, explored the causes of this poverty and formulated projects specifically suited for the area.
- Using innovative technology, it provided local farmers with technical training and material assistance, including improved varieties of plants, and set up 'demonstration' projects that

allowed others, both in the farming and non-farming sectors, to emulate the concept and helped create a new farming culture.

- Growing crops was only one side of the challenge – the other was getting them to the market. This initiative solidified partnerships among several leading entrepreneurs with the local farmers to market the cash crops in Colombo and in the international market. Among them is the oldest leading supermarket chain that sends its agents to purchase products directly from the farmers. The marketing initiatives have created the ‘collector’ concept where selected farmers and non-farmers take on a supplier role for large retail businesses in the capital.

LESSONS LEARNED:

- The failure of people to be their own economic agents is both a cause and an effect of poverty.
- People can be encouraged to be entrepreneurs if they are helped to identify and respond to opportunities.
- Venture prioritization is critically important, as not all new or potential ventures are likely to have the same level of success: some projects, especially micro-enterprises for the development of clay products, mattress manufacturing and coconut shell crafts, were abandoned as ‘non starters’ and others, like eco-tourism development, which would have promoted the province and created jobs, remained in the pipeline.
- Although not everyone can be a business entrepreneur, entrepreneurial activities create numerous multiplier effects in local economies through employment generation, market development, income transfers, etc. Increased production and jobs, however, do not negate the need for other poverty reduction programmes.
- Provincial and local governments are important agents for supporting local transformation.
- Be aware of corruption – there were some modest, but high-profile cases of misappropriation of resources.
- Implementing innovative high-risk, high-disbursement projects in rural areas depends on partnerships among key actors at the national, provincial and local levels. The absence of any of these ingredients can cause major obstacles.

BACKGROUND INFORMATION:

The Area-Based Growth and Equity Programme (ABGEP) was a broad initiative covering many aspects of the development of Uva, one of the poorest provinces of Sri Lanka. The ABGEP began functioning in 1998 to fight poverty by promoting local business entrepreneurship and enterprise development. Since the programme’s conclusion in 2001, the Provincial Council has still continued to pursue the programme’s objectives. The councils have now been strengthened and have access to more resources to fulfil their mandate. The programme now serves as a model for the national government’s island-wide poverty reduction initiatives.

IMPLEMENTATION PARTNERS:

National level: Regional Development Division of the Ministry of Plan Implementation and Parliamentary Affairs (lead); National Planning Department; National Finance Commission; Department of the Census and Statistics; Sri Lanka Institute of Local Governance; Sri Lanka Institute of Development Administration

Provincial/Local level: Provincial Planning unit (Lead); Department of Agriculture; Department of Livestock; Department of Local Government; Uva NGO Forum; Uva Chamber of Commerce and Industries

International agencies: UNOPS, ILO, UNESCO

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ERADICATE
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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.A: Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day

CONSTRAINT:

Lack of Enterprise Development Services; Under-Utilized Remittances

Limitations in technical knowledge and credit required to shift away from subsistence agriculture; absence of a suitable financing mechanism to channel remittances for community initiatives

Tajikistan's Communities Programme (CP) transforms livelihoods to alleviate severe poverty in rural areas of Tajikistan by fostering entrepreneurship, enhancing access to credit, providing agricultural extension services and skills training to support a shift away from subsistence agriculture.

COMPONENTS:

- Measures to raise sustainable agricultural production;
- Skills training;
- Microcredit schemes;
- Expanding rural and agricultural development.

RESULTS:

- The Communities Programme (CP) alleviated poverty in 40 of Tajikistan's 66 districts and in 120 of 404 sub-district *jamoats* nationwide. Implementing the principles of area-based development, the programme contributed to poverty reduction through a combined approach of providing support to capacity development, enhancing economic development mechanisms, and facilitating access of poor people to public services including education, health, water supply and microfinance. In its interventions, CP made a special effort to target women and youth, who are particularly vulnerable. The targeted population included 3 million beneficiaries.
- From 2006 to 2008, programme interventions gave 465,141 people access to potable water and adequate sanitation facilities. During the same 3-year period, 460,144 people gained access to irrigated land.

KEY ELEMENTS OF SUCCESS:

- A strong field presence in almost all regions of Tajikistan and a focus on engaging rural communities resulted in greater success and attracted strong donor support.
- Including labour migration as a key focus of the programme allowed rural communities to address common social issues through mobilizing remittances for community development needs.
- Profits from community-based microfinance activities subsidize institutional operating costs, making them sustainable and providing resources to independently address community challenges.
- The strength of the CP has been to integrate livelihoods and local governance through a network of 120 robust community-based organizations that cover almost one third of the country. These are elected civic organizations that build partnerships between government, civil society and the private sector.
- Community-based organizations are crucial in supporting and delivering poverty reduction programmes, tightly connecting livelihood interventions to local governance. Their capacity to support programme implementation has broadened from initially advising, to now assuming responsibility for planning and procurement. They are active in community advocacy of key social issues such as land reform and gender equality.
- In some areas, however, a focus on delivery has crowded out this community advocacy role. Ensuring meaningful representation and participation in these institutions is an ongoing challenge in conservative rural areas, particularly in instances requiring women's participation.

LESSONS LEARNED:

- Care must be taken to ensure that local governments do not outsource public investments to donor-funded community-based organizations.
- By building on existing assets, there is a risk of fostering regional growth that does not benefit

the very poorest.

- Dependency on donor priorities can strategically constrain programming, thereby limiting impact.
- The future challenge will be to scale up this experience and link with national policy processes in order to influence national policy and to localize MDG-based planning.
- Meaningful representation and participation by communities to advocate robustly for solutions to pressing rural issues must be strengthened, particularly with respect to gender.
- Gender quotas are a valuable first step for improving female participation.
- A unified and linked approach to gender mainstreaming and activities should be implemented to increase impact.
- Capacity development must be conducted at all levels, including local and national government as well as partner institutions.
- Local change is dependent on national reforms.
- Closer ties should be made between the District Development Plans and the budgetary process.

BACKGROUND INFORMATION:

The Communities Programme (CP) is the successor to the eight-year Rehabilitation, Reconstruction and Development Programme (RRDP), which addressed immediate infrastructure and livelihood needs and re-integrated ex-combatants. Since starting in 2004, CP has shifted away from addressing immediate needs to integrated area-based development, focusing on transforming livelihoods and strengthening local governance. The programme inherited a unique organizational structure and staff team. CP currently has five rural area offices throughout the country that employ over 120 people. Many of the area office experts have years of experience working in rural development, particularly in the former RRDP programme.

The programme has a loan portfolio of \$4.5 million, providing more than 110,000 households with access to microcredit plus agricultural extension and business advisory services. It builds on the existing assets of poor people, adding value rather than simply filling the unmet needs of rural citizens. Construction companies are selected through open UNDP procurement procedures to implement infrastructure initiatives that communities themselves identify through participatory decision-making, mainly those considered prioritized under the District Development Plans (DPPs). As DDPs can be named as localized country poverty reduction strategies aligned with National Development Strategy and MDGs, most work to improve the access of the poor to health and education services, potable drinking water, irrigation services and adequate sanitation facilities.

With better functioning government institutions, the recent trend has been to scale up assistance at the district level of government, where more planning decisions are made, and to work more closely with local officials. Local authorities are being trained to better engage communities and to plan priorities in line with the MDG-based national development strategy. At the same time, District Development Committees are bringing government, civil society and the private sector together to jointly define common priorities in short-term District Development Plans. The district development plans target all priority issues related to the districts' development, including microfinance, agriculture extensions and skills training. Local governments mainly supply services for agriculture extension and skills training.

IMPLEMENTATION PARTNERS:

Jamoat Resource Centers, Local NGOs, District Development Councils, local construction companies, regional micro-loan foundations

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.A: Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day

CONSTRAINT:

Social Exclusion and Lack of Economic Opportunities for the Disabled

People with disabilities lack economic opportunities due to inadequate institutional capacity and awareness of how to address their unique needs and prepare the visually and hearing impaired for full economic participation

Turkmenistan's Social and Economic Integration of Visually and Hearing Impaired People initiative aims to build the capacity of the state and society to understand the unique needs faced by people living with disabilities and to create an enabling environment and the institutional capacity necessary to provide social and vocational rehabilitation that the deaf and the blind need to participate more fully in the economy.

COMPONENTS:

- Build the capacity of the Deaf and Blind Society to provide vocational and social rehabilitation training to people living with disabilities in Turkmenistan;
- Advocate for a more sympathetic policy environment and greater protection of rights for people living with disabilities;
- Provide vocational training (carpentry and sewing for the deaf and massage for the blind), social rehabilitation training (Braille reading and writing, indoor and outdoor orientation for the blind), and sign language interpreter training;
- Increase access to information (modernization of special library for blind), creating additional jobs for the disabled (modernization of existing sewing workshop and on-the-job training for deaf women);
- Increase public awareness of concerns and needs of people with disabilities (International Conference on the Social and Economic Integration of Disabled, Charity Fairs and Charity Concerts to showcase capacities of disabled people).

RESULTS:

- 40 percent of blind trainees and 60-70 percent of deaf trainees found jobs and secured Turkmenistan's average income (or more, in some cases) after vocational and basic rehabilitation.
- 53 jobs for deaf women were created at the renovated sewing workshop of the Deaf and Blind Society (DBS) who will benefit from the overall income generated by the organization.
- Turkmenistan acceded to the Convention on the Rights of People with Disabilities owing to the initiative's large-scale advocacy effort.
- A dialogue was established with the Government of Turkmenistan at the policy level, resulting in the development of proposals to create a national strategy on social and economic integration, which were submitted to the Government for consideration.
- The strategies employed helped the DBS to strengthen partnerships with the donor community, which resulted in diversification of rehabilitation programmes at the DBS's Social Rehabilitation Centre.

KEY ELEMENTS OF SUCCESS:

- Revitalization of rehabilitation programmes for the deaf and blind, such as vocational training and basic rehabilitation. Implementation of such programmes raised awareness in society at large about the challenges faced by deaf and blind people and their potential for gainful employment.
- The advocacy campaign raised awareness among government officials about the needs of deaf and blind people and facilitated the accession by the Government of Turkmenistan to the Convention on the Rights of People with Disabilities.
- The initiative encouraged integrating people living with disabilities into the workforce rather than giving them the limited 'sheltered employment' opportunities currently provided in Turkmenistan. This has demonstrated to the government new approaches of integrating people

with disabilities into economic activities and has laid the foundation for future countrywide replication.

LESSONS LEARNED:

- Basic, social and vocational rehabilitation training is just the initial step toward realizing the rights of people with disabilities to take an active part in economic and social activities.
- Further interventions and a national strategy aimed at capacity development of organizations of people with disabilities need to complement these steps in order to provide them with employment opportunities and to engage them in other social and economic activities.

BACKGROUND INFORMATION:

According to the available official data about persons living with disabilities (PWDs) in Turkmenistan, about 74,000 people receive disability allowances, the amount of which is below the subsistence level. However, this figure might be misleading because of the relative invisibility of PWDs to their fellow citizens and to the government. A UNDP assessment conducted in cooperation with the Deaf and Blind Society showed that about 30 percent of deaf and blind people do not have primary education and are thus particularly subject to high unemployment and poverty. Moreover, disability itself deepens poverty, as it often leads to social exclusion, preventing equal participation in the measures for human development.

The main objective is to demonstrate different approaches to integrate people with disabilities into economic and social life, particularly through creating additional jobs, developing and implementing vocational and social rehabilitation programmes, improving access to information, and building capacity of disabled people's organizations to advocate for the rights and interests of their members and to provide better social services. It is expected that the results will be scaled up to policy level and replicated throughout the country.

National authorities often do not fully appreciate the need to create an enabling environment for the disabled. Although Turkmenistan was the first Central Asian country to join the Convention on the Rights of People with Disabilities, the legislative and executive branches of government have done little to create a comprehensive national programme for the social and vocational rehabilitation of the disabled, let alone to provide them with employment opportunities, special services and decent living conditions. In addition, society in general is unaware of the needs of the disabled.

UNDP launched this initiative jointly with the Deaf and Blind Society (DBS) of Turkmenistan to demonstrate sustainable approaches for integrating the disabled into economic and social activities. It aimed at enhancing the DBS's capacity to provide social and vocational rehabilitation for its members. The initiative also sought to improve policies regarding the disabled, to build the capacity of service providers, and to sensitize communities and national authorities on rights-oriented processes. It also aimed at enhancing the knowledge about the condition and capacities of the disabled, allowing a better understanding of the causes of major problems faced by them, recognizing accountabilities, and helping to take necessary actions and decisions. Duration: 2005 – 2009; Budget: \$767,147.

IMPLEMENTATION PARTNERS:

The Deaf and Blind Society of Turkmenistan; UNDP; European Commission, Asian Blind Union, the World Bank

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.A: Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day

CONSTRAINT:

Physical Inability of Ultra Poor Households to Generate Income

Ultra-poor households unable to generate income for adequate food, health care and other basic necessities due to disability, age, illness or high dependency ratio

Malawi's Social Cash Transfer Scheme (SCTS) pilot initiative targets ultra-poor Malawian households (i.e., those living on less than \$0.10 per day) whose members are unable to work due to disability, age, illness or a high dependency ratio. Beneficiaries receive a monthly cash payment based on the household size and number of children in the household who go to school. The programme aims to reduce poverty, hunger and starvation of the most vulnerable people, to increase school enrolment and attendance, and to improve the health, nutrition, protection and well-being of orphaned and vulnerable children. The specific objective of the pilot scheme is to generate information on the feasibility, cost and impact of social cash transfers as a potential means of social protection in Malawi.

COMPONENTS:

- Election of Social Protection Committees at the village level to select target groups of vulnerable households;
- Selection of the Social Protection Sub-Committee at the district level to approve the beneficiary households recommended by the identification and targeting process;
- Provision of cash transfers to identified ultra-poor and labour-constrained households.

RESULTS:

- Between September 2006 and March 2009, the SCTS reached 24,051 households in seven districts. The total of 94,386 beneficiaries included 48,635 orphans and vulnerable children, 17,163 elderly people over the age of 65, and 1,951 people living with disabilities.
- It is estimated that over two thirds of beneficiary households may be affected by HIV. Results from an external evaluation (March 2007-March 2008) illustrate the significant positive effects in intervention households compared to the control households, including: improved food security, nutrition, and diet diversification; increased school enrolment, attendance and performance; improved health for adults and children; increased asset accumulation; decreased child labour; and improved housing among beneficiary households.
- As a result of the success of the pilot, Social Protection has now been brought to the forefront of the development debate in Malawi. The Social Protection Policy is currently being tabled by the Cabinet.
- Pending government endorsement of the Policy and inclusion of SCTS as part of the National Social Protection Programme, the scheme may be scaled up to all 28 districts in Malawi, which would reach the poorest 10 percent of households, or approximately 1.3 million people, at a cost of \$60 million annually.

KEY ELEMENTS OF SUCCESS:

- The pilot phase of the SCTS has provided valuable information regarding the feasibility of such a programme and the strengths and gaps in the government's capacity. Lessons learned from the pilot are informing an improved programme design with increased government commitment.
- Results from the pilot have provided knowledge about cash transfers as an effective development instrument; the pilot has contributed to the mobilisation of resources for scaling up to a National Programme.

LESSONS LEARNED:

- The broad effects of the SCTS demonstrated the value of using cash transfers and social protection programmes to reach multiple MDGs with one intervention. An evaluation shows gains in health, education, nutrition, and the alleviation of child labour and poverty, warranting future efforts to scale up the programme to the entire country.



- The SCTS has allowed resources to ‘trickle down’ to the community level, strengthening decentralization and assuring that monies earmarked for the poor actually reach the poor. The goal of coordinating SCTS financing with the Local Development Fund will make it easier to scale up the programme and will hasten decentralization.
- Social protection programmes, and cash transfers in particular, reach households that development and economic growth programmes otherwise bypass. These households are empowered to take care of their basic needs and invest in the social development of children.
- Government consensus about the institutional framework and future roles and responsibilities of various ministries remained elusive, although a decision about the institutional framework and the respective roles of various line ministries finally came in 2009. Thus, UNICEF still plays a vital role in supporting and backstopping the scheme three years after piloting the SCTS.

BACKGROUND INFORMATION:

According to the 2007 Malawi Welfare Monitoring Survey, approximately 40 percent of Malawians are extremely poor, living on less than \$0.33 per day (MK44). More than four million Malawian children live in deep and widespread poverty and suffer from low literacy, food insecurity and high rates of malnutrition. Nearly 13 percent of the country’s 7.3 million children under the age of 18 have lost their parents or caregivers, many to HIV-related diseases.

The Government of Malawi, in collaboration with development partners and civil society, has been developing a Social Protection Policy to protect, promote and transform the livelihoods and welfare of the most destitute households. As a part of this process, the Government partnered with UNICEF and the Global Fund to pilot a Social Cash Transfer scheme in Mchinji district in September 2006. In November 2006, the Cabinet endorsed the pilot scheme in Mchinji and instructed that the pilot area be extended to six more districts by the end of 2008. The SCTS targets ultra-poor Malawian households (i.e., those living on less than MK 22/\$0.10 per day) in which no able-bodied member aged 19 to 64 years is fit for work or in which a household member is fit for work but must care for more than three dependents. Beneficiaries receive a monthly cash payment based upon the size of the household and number of children in the household who go to school.

The scheme uses community-based, inclusive targeting in a multi-stage process to identify beneficiary households. Communities elect village Community Social Protection Committees that list, visit and interview all households that seem to meet the targeting criteria. The district-level Social Protection Sub-Committee, with assistance from extension workers, oversees the process to verify the fairness, transparency and correctness of the targeting process.

UNICEF provided technical and logistical support for the design and implementation of the SCTS in seven piloting districts. UNICEF also helped to develop a subsequent Social Protection Policy and has advocated for its endorsement by the Cabinet. Since 2006, a total of \$12 million has been spent on the SCT pilot, of which \$3 million is a contribution from UNICEF and \$9 million from the Global Fund.

IMPLEMENTATION PARTNERS:

Government Ministries (Development Planning and Cooperation, Gender, Child Development and Community Development, Finance, Persons with Disabilities and the Elderly, and Local Government and Rural Development) and the District Assemblies; UNICEF; EU; World Bank; National AIDS Commission; the Global Fund; Irish AID and AusAID; NGO partners include MEJN and CARE.

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.A: Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day

CONSTRAINT:

Lack of Incentives to Utilize Health and Education Services

Lack of financial incentive to attend school or to visit health clinics due to high transaction and opportunity costs; income poverty

Mexico's *Oportunidades* is a conditional cash transfer programme that provides monthly stipends to families, dependent on school attendance and regular visits to health care centres. Families often face a loss of income when a child is pulled from the workforce to attend school, and there are often transaction and opportunity costs associated with visiting health clinics. This programme helps to alleviate those costs by providing a cash incentive for using education and health services.

COMPONENTS:

- Provides cash transfers to 5 million households to alleviate current extreme poverty;
- Provides nutritional supplements for children between the ages of 4 months and 2 years, malnourished children aged 2 to 4, and pregnant and lactating women;
- The benefits are contingent on regular school attendance, regular visits to health clinics for preventative care and other conditions;
- Payments are given to the female head of the family and are expected to be spent largely on nutrition and the needs of children and mothers.

RESULTS⁸:

- Increased household income by 20-30 percent;
- Increased school enrolment: After two years of awarding grants to families with teenagers, high school enrolment increased by 85 percent for the first year in rural areas. Positive effects at other levels of schooling were also registered;
- Lower maternal and infant mortality: Nationwide, maternal and infant deaths decreased by 11 percent and 2 percent, respectively;
- Elimination of the education gap between males and females;
- Preventative and curative health visits of beneficiary families increased by 35 percent in rural areas;
- Improved child growth, cognitive and language function, better psychosocial functioning (child behaviour)⁹.

KEY ELEMENTS OF SUCCESS:¹⁰

- Handing the subsidy directly to mothers enhanced women's role in the household and improved the likelihood that the transfer would be spent directly on their children's welfare and their families' nutrition. On average, a beneficiary family spends 70 percent of the subsidy on food for the household (both quantity and quality).
- Higher subsidies were given for the education of girls and women at secondary school and high school. There has been an impact at all levels – for example, high school enrolment in urban and semi-urban areas increased by 8 percent for females, compared to 4.9 percent for males.
- The programme was started and is largely financed by the government, resulting in strong national ownership.

8 Oportunidades website

9 Fernald, Lia, Paul Gerler and Lynnette Neufeld, 2009, "10 Year Effect of Oportunidades, Mexico's Conditional Cash Transfer Programme, on Child Growth, Cognition, Language, and Behaviour: A Longitudinal Follow-Up Study", *The Lancet*, Vol. 374, No. 9706, pp. 1997-2005

10 Parker, Susan, 2004, "The Oportunidades Program in Mexico", A case study from Reducing Poverty, Sustaining Growth-What Works, What Doesn't and Why- A Global Exchange for Scaling Up Success, paper presented at the conference Scaling Up Poverty Reduction: A Global Learning Process, World Bank: Shanghai

also Nigenda, Gustavo and Luz María González-Robledo, 2005, "Lessons Offered by Latin American Cash Transfer Programmes, Mexico's Oportunidades and Nicaragua's SPN: Implications for African Countries", DFID Health Systems Resource Centre: London



- The basic health package includes a range of thirteen interventions covering a broad range of health needs, including immunizations, treatment of diarrhoea and respiratory infections, prevention and treatment of tuberculosis, prevention and control of hypertension and diabetes, child nutritional and growth surveillance, detection and prevention of cervical cancer and prevention of accidents and treatment of injuries. A broader health package of 91 interventions is also being rolled out.
- The evaluation was planned from the beginning of the programme, and rigorous and comprehensive baseline information was collected.
- Involving prestigious academics in the evaluation enhanced the credibility of the results.

LESSONS LEARNED:¹¹

- Conditional cash transfer programmes can effectively reduce current poverty and improve the education of children and the health of mothers and children.
- It is feasible to carry out a large-scale, targeted conditional cash transfer programme, even in poor and remote areas with few services.
- Fair targeting of beneficiaries requires sophisticated data about the population.
- Supply of services needs to increase at the rate of demand following the introduction of a large-scale conditional cash transfer programme.
- Beneficiaries need sufficient information about the programme and the benefits they should receive, as well as a channel to complain about the associated service provision.
- Controls are necessary to mitigate the risk of political mishandling at different levels.
- Using banks or other financial agencies to distribute the subsidies can lead to difficulties in accessing the money.

BACKGROUND INFORMATION:¹²

Oportunidades is the largest poverty reduction programme supported by the Mexican government and aims to help poor families to invest in their human capital. This includes improving the education, health and nutrition of family members, with a particular focus on children and mothers. By providing a cash subsidy and nutritional supplements in exchange for regular school attendance and health clinic visits, the programme alleviates current poverty through a 20-30 percent increase in income and brightens a household's economic future by improving education and health.

Geographical targeting and proxy means tests, conducted by household surveys for all households in eligible communities, identify beneficiaries according to an analysis of socio-economic information at the central government level, and the female heads of households receive payments. A group of experienced and highly credentialed government officials working in different ministries, with the strong support of the President, started the programme. This has contributed to the strong government ownership and has facilitated good operational collaboration between the Ministries of Education, Health, Finance and Social Security.

IMPLEMENTATION PARTNERS:

Government of Mexico
Inter-American Development Bank

11 From Parker 2004 and Nigenda and González-Robledo 2005

12 Parker 2004



MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.A: Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day

CONSTRAINT:

Ineffective Centralized Service Delivery

Ineffective delivery by the central government of services to the local level

Uganda's National Fiscal Decentralization Policy¹³ was implemented to facilitate more efficient service delivery at the local level and to promote sustainable development, economic growth and poverty reduction. Responsibilities for education, health, water, rural road construction and other community services were transferred from the central government to local governments, as was the power of local governments to tax their constituents to fund these services.

COMPONENTS:

- Provision of conditional, unconditional and equalization grants to local governments by the central government;
- Devolution of authority to the local governments on service delivery for education (other than tertiary), health (other than referral hospitals), water, rural roads, agricultural extension and other services.

RESULTS:

- Since the Local Government Act was enacted in 1997, poverty has decreased by 30.8 percent nationwide, with a 30.5 percent reduction in rural areas.
- A study by Boko and Balamoune-Lutz found that there is a negative correlation (-0.17) between intergovernmental transfers and the Human Poverty Index and a positive correlation (0.46) between intergovernmental transfers and the Human Development Index. This suggests that decentralization can lead to a greater reduction of poverty.

KEY ELEMENTS OF SUCCESS:

- Strong government ownership.
- Decentralization backed by significant resources and responsibility.
- Precise and well-defined assignment of responsibilities between the central and local governments.
- Citizens can find it easier to monitor and influence government actions at the local level.

LESSONS LEARNED:

- In order for decentralization to be effective for MDG achievement, local government must have the capacity to design and implement sectoral policies and the flexibility and appropriate autonomy to mobilize resources to fund the policies.
- Decentralization reduces the information cost of identifying the poor and the transaction cost of designing poverty reduction policies. Governments that are closer to the people can be in a better position to deliver services more efficiently and effectively.
- The lack of an institution spearheading reform and relating it to other policies and programmes appears to be one of the biggest constraints related to decentralization in Uganda.
- Weak financial management and accountability mechanisms at the local level result in greater control maintained at the central level, as evidenced by the high percentage of intergovernmental grants being given with attached conditions.
- Effective functioning of local governments often depends heavily on the capacity, motivation and cooperation of individuals in leadership positions.
- Civic education needs to inculcate citizens with a sense of patriotism and civic responsibility so that they support local governments' raising of taxes to pay for locally identified priorities.

¹³ Source: Boko and Balamoune-Lutz 2009, "Fiscal Decentralization, Donor Funding and Poverty Reduction in Africa: A Case Study of Uganda", paper presented at the conference on the Role of the Sub-National Jurisdictions in Efforts to Achieve the MDGs, Economic Commission for Africa, in collaboration with the World Bank

- The central government should invest in wealth creation and revenue-generating capacity at the local level to increase the local tax base.
- Corruption, lack of incentives and lack of capacity appear to be some of the barriers to effective service delivery at the local level.
- A well-designed fiscal decentralization policy can empower local communities to participate in identifying, planning and implementing development projects, giving them greater ownership.
- Decentralization is less effective if there is no macroeconomic framework for economic growth.

BACKGROUND INFORMATION:

By a presidential policy statement, the Ugandan government initiated an ambitious programme of decentralization reform in 1992; the scale of the programme and the scope of the transition of power and responsibilities to the local level are exceptional among developing countries¹⁴. Decentralization is enshrined in the 1995 Constitution, which declares that Uganda is 'to be guided by the principle of decentralization and devolution of government functions and powers'. The legislative framework is included in the Local Governments Act of 1997.

Districts, which are the highest level of local government, are responsible for education (except tertiary), health (except for referral hospitals), water and other community-based services. Local governments can collect taxes, but 90 percent of their revenue actually comes from intergovernmental transfers allocated by the central government. Four fifths of this arrives in the form of conditional grants, which must be spent on specific sectors, such as education, health, agriculture, water and rural roads. As a result, much local government expenditure reflects the priorities not of the specific District, but of the central government. Since the central government has enacted a nationwide programme aimed at universal primary education, primary and secondary school pupils are exempt from paying tuition. To compensate for the loss of revenue from the local level, Districts receive conditional grants from the central government to fund education expenses such as teachers' salaries and classroom construction. Consequently, a relatively small percentage of a District's expenditure is for agricultural production, despite the fact that the development of agriculture is essential for reducing poverty in many rural areas.

IMPLEMENTATION PARTNERS:

Government of Uganda (central and local)
United Nations

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¹⁴ Steiner, Susan 2006 "Decentralization in Uganda: Exploring the Constraints for Poverty Reduction", GIGA Working Paper No. 31



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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.A: Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day

CONSTRAINT:

Lack of Planning and Implementation Capacity at the Local Level

Haphazard implementation of the decentralization process created inconsistency in policy implementation as well as roles and responsibilities

Rwanda's Community Development Support in Gicumbi and Rulindo Districts (PADC/GR)

in the Northern Province of the Republic of Rwanda aims to improve access to infrastructure and basic services to the population. The programme reaches 38 sectors and 180 cells with an estimated population of about 620,000 beneficiaries. It also facilitates an increased role of Local Government in promoting local economic development and poverty reduction interventions.

COMPONENTS:

- Strengthen the capacity of local authorities to assume their responsibilities in development planning and implementation;
- Establish efficient and transparent system of planning, financing and M&E at the local level;
- Improve household incomes through socio-economic public investments: (i) financing public infrastructure; (ii) increasing access to local finance; and (iii) supporting the most vulnerable households through social safety nets;
- Support provincial and national debates on decentralization policy and poverty reduction;
- Districts, sectors and cells were supported to go through the Public Expenditure Management process (development planning, financial management, budgeting, tendering and M&E);
- Mid-Term Evaluation in 2007 assessed against the MDG target achievement;
- Joint Action Forums at the district level to coordinate the activities of development partners to achieve the MDGs.

RESULTS:

- PADC/GR performance contracts have been adopted by the Government of Rwanda for all sectors and levels of governments (*imihigo*). The programme focus on districts and sectors helped local governments to reduce poverty during the preparation of the administrative and territorial reform in late-2005.
- District Development Plans, the Medium-Term Expenditure Framework (MTEF) and Performance Contracts were revised or finalized for the two districts and these were emulated by all the remaining districts.
- The monitoring and evaluation system is in place and owned by LGs.
- Achievement of a comprehensive Public Expenditure management manual for LGs (National Decentralization Implementation Secretariat).
- Introduction of GIS as a planning and budgeting tool.
- Introduction of Local Economic Development support through support from the district-owned *Agences de Développement Economique Local* to promote entrepreneurship and economic innovation.

KEY ELEMENTS OF SUCCESS:

- Ownership of the programme by the Ministry of Local Government (MINALOC) and at the National Decentralization Implementation Secretariat (NDIS).
- Consistent policy dialogue between the programme and the government.
- The programme is channelling capital block grants to districts through the Common Development Fund (MINALOC /CDF).

LESSONS LEARNED:

- Participation of the population in the planning and budgeting processes is crucial to fostering ownership and sustainability of the investments.
- The management of the Local Development Fund by decentralized entities requires a rigid



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administrative, financial and accounting framework.

- The support programme for decentralization and local development needs to allow greater harmonization and coordination with other supporting initiatives. Hence, regional and national entities need to own all public expenditure management tools.
- The Local Development Fund needs to be implemented in line with capacity development activities linked with the implementing activities of the LDF.
- The Local Development Fund needs to focus more on community-based initiatives in order to increase its contributions to MDGs and poverty reduction.

BACKGROUND INFORMATION:

Poverty and vulnerability are mainly transient, which highlights the importance of focusing on the expansion of public safety nets or social insurance. Cash transfers are part of a social safety net programme and involve monthly cash payments to the poorest households. PADC/GR will improve the lives and nutritional intake of the most vulnerable families in both districts.

In 2003, the Minister of Local Administration formally requested UNCDF support for local development in Rwanda. Agreement about this led to the *Projet d'Appui au Développement Communautaire de Byumba*, which commenced at the end of 2004. Due to the 2005 territorial reform, this agreement was revised in 2006 and the initiative was renamed '*Projet d'Appui au Développement Communautaire des Districts de Gicumbi and Rulindo*' (PADC/GR). The initiative promotes sustainable community development in Rwanda by improving access to infrastructure and basic services for the inhabitants of the districts of Gicumbi and Rulindo in the Northern Province. With a total budget of over \$9 million, PADC/GR is benefiting a population of about 620,000 people. In addition, the programme foresees an increased role for local government in Rwanda in local economic development and poverty reduction. Local Development Funds (LDF) amounted to \$380,000 in 2005, \$1,039,000 in 2006, \$1,411,996 in 2007, and \$1,218,000 in 2008 for local education (MDG 2), health (MDGs 4, 5 & 6), water (MDG 7) and income generation and food security (MDG 1).

IMPLEMENTATION PARTNERS:

Ministry of Local Government (MINALOC); National Decentralization Implementation Secretariat (NDIS); Common Development Fund (CDF); the Northern Province – Districts of Rulindo and Gicumbi; Rwanda Association of Local Government Authorities (RALGA)

Support to the Government has been provided through a joint UNCDF/UNDP programme funded by the Belgian Survival Fund (BSF).

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.A: Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day

CONSTRAINT:

Lack of Awareness and Policy Planning at the Local Level

Lack of capacity for developing and implementing regional development strategies and incorporating MDGs

Albania's Localizing MDGs initiative assists the government in developing country-specific targets and indicators while supporting MDG advocacy at the local level. The MDG Regional Reports (MDGRRs) and MDG Regional Development Strategies (MDG RDS) were prepared, facilitating a bottom-up approach and improving local governance.

COMPONENTS:

- Support local governments and NGOs for the preparation of the MDGRRs and the Regional Development Strategies;
- Support advocacy campaigns, including roundtables, public debates, conferences, television and radio advertisement, and messaging through renowned Albanian personalities as MDG Ambassadors. This also included seminars for parliamentarians;
- Establish 13 Public Access and Information Centres (PACS) located in local government facilities, libraries, youth centres and universities.

RESULTS:

- MDG Regional Development Strategies, which were adopted by each of the twelve Albanian regional authorities, provided socio-economic analysis of a region by goals; identified regional challenges, goals and targets; and offered a thorough and comprehensive strategy for development. The strategies provided plans for achieving MDG targets and were aligned with the National Strategy for Socio-Economic Development (now the National Strategy for Development and Integration).
- Regional Reports identified priorities for each selected goal, including targets and measurable indicators and provided a thorough analysis of the current regional situation and development opportunities for each sector. MDG Regional Reports served as a basis for the development of eventual Regional Strategies.
- Strengthened local governance with better coordination between national and regional governments.
- More efficient service delivery, particularly in the education and health sectors.

KEY ELEMENTS OF SUCCESS:

- To ensure the ownership of the MDGRRs and Regional Development Strategies, each Regional Council created a unit to deal with questions and queries from the media and citizens.
- Local governments and civil society discussed local development issues, which had not previously been a regular practice. It increased ownership and acceptance of MDGRRs and Regional Development Strategies.

LESSONS LEARNED:

- Ownership through participation brought increased accountability and commitment.
- Ensuring gender equality in participatory processes has had mixed success in Albania. In the southern and central regions, more women participated in the formulation processes of the MDGRRs and Regional Development Strategies than in the north, where cultural norms governing the role of women are stronger.
- Implementation of strategies on the ground suffered from insufficient local planning and implementation capacities, incomplete functional and fiscal decentralization reform, poor availability of data, and weak links between sectoral and national plans and budgets on the one hand with regional and local ones on the other; consequently, national institutions have found it difficult to promote regional development policy.

BACKGROUND INFORMATION:¹⁵

Albania has twelve administrative regions. Each region includes three districts and these in turn encompass a number of municipalities (urban) and communes (rural). The regions were established in 2000 as a result of radical reform of the local administrative structure, replacing the old one of 36 district governments. In 2002, Albania was the poorest country in continental Europe. Poverty figures for Albania improved from 25.4 percent in 2002 to 12.4 percent in 2008. Approximately 1.2 percent (2008) of Albanians continues to live in extreme poverty (less than one dollar per day) and there are significant disparities between urban and rural areas. The government has been addressing regional disparities and the needs of vulnerable groups through new strategies at the national level, making strides in linking poverty programmes with national economic and financial policies.

IMPLEMENTATION PARTNERS:

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¹⁵ Localizing Millennium Development Goals: The Albania Experience, UNDP



MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.B: Achieve full and productive employment and decent work for all, including women and young people

CONSTRAINT:

Lack of Implementation Capacity to Develop Cultural Tourism

Lack of resources, awareness, skills and plans to develop cultural tourism in Nias Island

Indonesia's Support to the Redevelopment of Tourism and Protecting the Cultural Heritage of Nias Island aims to protect the heritage of Nias Island through conservation and restoration of vernacular architecture, capacity development activities for sustainable heritage conservation, and raising awareness of local and national stakeholders about the importance of the heritage of Nias for the sustainable development of the Island. The initiative also develops cultural tourism in Nias through the training of family-owned accommodation/home-stays and of high-quality traditional crafts items, ensuring the benefits are shared as widely as possible among local communities.

COMPONENTS:

- Supported the elaboration of cultural policy instruments and frameworks using cultural tourism as a tool for the economic empowerment of communities, the effective preservation of cultural resources and the promotion of peace and intercultural dialogue;
- Provided Heritage Education to 25 teachers and over 100 students, which focused on an introduction to Nias's unique cultural heritage to involve them in the protection of cultural heritage;
- Skills of 474 handicraft producers enhanced in goldsmithing, ironsmithing, silver making, wood carving, nipah weaving and traditional costume making;
- Conducted training for local interpreters and guides;
- Capacity of 30 NGO and government officials built on Cultural Resources Mapping, enabling them to identify and document the nature of cultural heritage existing in Nias;
- Promotional and publication materials on Nias cultural heritage developed and distributed nationally during relevant events and exhibitions.

RESULTS:

- Recommendations of the UNESCO-ICOMOS¹⁶ cultural tourism development strategy were integrated into the BRR Action Plan 2007-2008 to serve as basis to develop a sustainable development-planning framework based on the conservation, development and tourism presentation of Nias' cultural heritage resources.
- The Government of the Republic of Indonesia added Nias Bawömataluo village (the pilot site) on the tentative list for possible nomination for World Heritage inscription.

KEY ELEMENTS OF SUCCESS:

- Commitment to the aims and objectives of the programme is facilitated through a consultation process at the community, provincial and national levels.
- Implementing specific heritage education and training activities and heritage restoration projects demonstrate potential economic and cultural benefits for communities.
- The Bawömataluo village of Nias Island has been added onto the Indonesian Government's tentative list for World Heritage inscription. This built credibility among the participants, that the initiative had influence and could deliver on promised benefits with assistance from the international community.
- At the village level, a community customary (*adat*) forum was established to revitalise the role of (*adat*) leaders and the local community to enhance the understanding and awareness of the unique cultural heritage of Nias for sustainable development.
- At the national level, a consultative group on Nias heritage development was established to bring together key government and non-government stakeholders for Nias heritage development, involving BRR, I/NGOs working in Nias, the Department of Public Work and relevant

16 International Council on Monuments and Sites

government entities, chaired by the Ministry of Culture and Tourism of the Republic of Indonesia and co-chaired by the UNESCO Office, in Jakarta.



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LESSONS LEARNED:

- Accessibility to traditional village settlements in remote areas is an implementation constraint.
- Safeguarding, conserving and developing natural and cultural resources are often not a priority in a post-natural disaster situation.

BACKGROUND INFORMATION:

One output includes a set of recommendations, principles and actions to be put into practice nationally and regionally. In particular, this concerns the elaboration of cultural policy instruments and frameworks using cultural tourism as a tool for the economic empowerment of communities, the effective preservation of cultural resources and the promotion of peace and intercultural dialogue. Heritage management, in accordance with the principles of sustainable development, generates beneficial economic, scientific and technological activities. Tourism that respects historic and natural sites, their regions and populations, is a source of revenue for hotels, craftsmanship, and commerce in general. It enables the improvement of infrastructure and often results in job creation — in areas including scientific and technical research, building restoration, management and an entire range of professions (guides, animators, guards, etc.). These activities contribute toward the economic growth of regions and states.

The UNESCO culture pilot programme received \$150,000 in funding from UNDP within the framework of the UN Joint Programming in Telukdalam sub-district in South Nias. The pilot programme commenced in August 2006, followed by UNESCO-ICOMOS Cultural Tourism Assessment Mission in September 2006, and all activities were completed in June 2007. This pilot focuses on supporting the redevelopment of tourism while protecting the cultural and natural heritage of Nias Island, North Sumatra, Indonesia.

IMPLEMENTATION PARTNERS:

UNESCO; BAMPER MADANI (local NGO); Ministry of Culture and Tourism; Nias Heritage Museum, the University of North Sumatra; National Geographic Indonesia magazine

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.B: Achieve full and productive employment and decent work for all, including women and young people

CONSTRAINT:

Lack of Skills among Young People and Employment Services

Lack of facilities, career guidance and entrepreneurship education for smooth school-to-work transitions

Indonesia's Education and Skills Training for Youth Employment initiative focuses primarily on facilitating the school-to-work transition of young people in five eastern Indonesian provinces (Maluku, NTT, Papua, West Papua, South Sulawesi) and in Aceh. Using an integrated, broad-based approach, the initiative supports constituents at the central and provincial levels to improve back-to-school programmes, skills training (including core work skills), career guidance, and entrepreneurship education.

COMPONENTS:

- Enhance learning opportunities by assisting the government to implement its nine-year basic education programme. This includes (a) supporting bridging and equivalency education options for out-of-school children, and (b) making junior high school programmes more relevant through pre-vocational activities. This aims at the acquisition of personal and social skills to prevent children from entering the labour force before they have the qualifications necessary to find decent work.
- Improve access to career guidance and counselling; develop capacity among providers of secondary education and training to equip young people with knowledge about their own competencies, the world of work and related educational options.
- Develop institutional capacity to deliver market-oriented and competency-based skills training by (a) revitalizing three vocational training centres with a competency-based approach to training and increased linkages with the private sector, and (b) increasing the capacity of non-formal training providers in training-needs assessment, competency-based training and post-training support.
- Develop a culture of entrepreneurship among youth by enhancing the curricula of formal and non-formal providers of education with respect to entrepreneurship skills and attitudes.

RESULTS:

- More than 4,900 direct recipients – teachers and instructors – have improved their capacity to deliver quality training, teaching, and counselling sessions to youth. This resulted in (a) a shift away from supply-driven skills training toward a demand-oriented approach, (b) a re-orientation of the school counselling sessions toward career guidance, (c) increased linkages of training providers with private sector employers, and (d) use of the tools proposed by the project by local teacher training institutions, for more than 600 additional schools in 30 provinces.
- More than 70,000 youth have benefited from improved services. This resulted in (a) a more proactive attitude of targeted youth toward training and entrepreneurship, (b) greater awareness of the relevance of education for the world of work, (c) choices of future job orientation that reflect the reality of the Indonesian labour market, and (d) 65 percent of the youth who followed skills training sessions either became employed or started a business, 47 percent of whom are young women.

KEY ELEMENTS OF SUCCESS:

- The partnership facilitated a successful match between job seekers and employers. Close collaboration between the private sector and trade unions is crucial to the programme's approach. This facilitated tripartite agreements that link training graduates in targeted provinces directly to employment opportunities. These arrangements create a strong interest from the involved private sector institutions to collaborate with training institutions to ensure that the content of the training is relevant. In Maluku province, for example, 100 out-of-school youth are ready to be certified by the Indonesian Academy of Fishermen and employed as seamen as a result of a



partnership with a leading fishing company, the local government, a public training institution, and the Indonesian Seafarers trade union (which union also contributes to the training by holding informational meetings about workers' rights). Similar successful approaches will be sought through the local employers associations.

- The programme has met the target of having 40 percent women participants in all activities. In order to build the capacities of provincial government authorities and local stakeholders, ILO conducted participatory gender audit training. This resulted in seven implementing agencies, including four government institutions, signing up to conduct a gender audit of their organizations. Participatory gender audits are currently being undertaken in three provinces. It is expected that these participatory gender audits will advance recommendations for promoting gender equality in their respective areas.

LESSONS LEARNED:

- Marketable skills are a key to decent work for young people. Skills training must be competency-based and in line with market demand for both in-school and out-of-school youth. It is therefore important to institutionalize the analysis of labour market information at the local level. To this end, the tool used should be user-friendly and adapted to the capacity of local planning offices. It should also capture the reality of the labour market of both the formal and the informal economies. With this in mind, ILO has designed a simple Skills Gap Analysis methodology that can serve as a basis for local planners who have to make strategic decisions at the provincial level.

BACKGROUND INFORMATION:

In a highly decentralized governance system such as that in Indonesia, the approval and the support of the central authority are necessary, but not sufficient to ensure the successful outreach of services, tools, practices and regulations. Providing technical support at the national, provincial and district levels has proven effective in fostering commitment and strengthening the ownership of all stakeholders. At the national level, the project has been instrumental in mainstreaming youth employment in key policy documents (including in the Medium-Term Development Plan). At the provincial level, it linked with provincial planning boards and local Education and Manpower offices to mainstream youth employment into provincial policies and to identify synergies for joint implementation. At the district level, it has worked with education offices and school principals to advocate for a comprehensive educational response.

IMPLEMENTATION PARTNERS:

Ministry of Manpower and Transmigration; Ministry of Education or the respective local offices under district and provincial government; trade unions; NGOs; the Embassy of the Kingdom of the Netherlands in Indonesia

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ERADICATE
EXTREME POVERTY
AND HUNGER

1

MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.B: Achieve full and productive employment and decent work for all, including women and young people

CONSTRAINT:

Lack of Diversified Job Opportunities; Inadequate Enterprise Development Services in the Tourism Sector

Limited credit and technical assistance required for job creation in the tourism sector for micro and small enterprises

Ecuador's Tourism Micro-Enterprises, Micro-Credit and Poverty Reduction (MET) initiative aims to enhance the working conditions, earnings and quality of life of tourism small and micro entrepreneurs so that they will be in a position to create new employment opportunities, with a special emphasis on women and young people.

COMPONENTS:

- Strengthen micro and small tourism enterprises through training and technical assistance in administration and sustainable tourism;
- Facilitate access to funding (microcredit) for micro and small tourism enterprises;
- Support the creation and dissemination of an appropriate regulatory framework for tourism micro-enterprises;
- Facilitate the organizational processes for micro and small tourism enterprises on the basis of products and tourism routes.

RESULTS:

- A tourism microfinance model was developed involving all relevant stakeholders. In 2007, the MET's local counterpart in Azuay, *Fundación SENDAS*, signed an agreement with the *Artesanal de Azuay Ltd* Savings and Credit Cooperative to channel \$80,000 in microcredit for MET micro and small enterprises in Azuay. The cooperative assumes complete liability for the microcredit granted, while the SENDAS fund serves as prior savings by the micro-entrepreneurs receiving the loans. In 2008, a total of 11 micro-entrepreneurs (including 5 women) were loaned a total of \$28,000, the maximum of each individual loan being \$3,500. The types of micro-enterprises that obtained credit were: services linked to tourism and suppliers; handicrafts; food and beverages; and accommodation. These enterprises are using the microcredit for business improvement and expansion, working capital, promotion, equipment, infrastructure, etc.
- The synergies between public and private stakeholders led to the institutionalization of the MET methodology to strengthen micro and small tourism enterprises as part of the new public programmes set up by the Ministry of Tourism and the Ministry for the Coordination of Social Development.

KEY ELEMENTS OF SUCCESS:

- The Ecuadorian Ministry of Tourism (MINTUR) learned from the MET experience and promoted the first public programme to train 4,500 tourism micro-entrepreneurs at the national level in 2007. This programme focused on the development of the business plans based on the NETCOM-ILO methodology. Since 2008, the Public Programme on 'Support for Sustainable Tourism Micro-Enterprises and Value Chains' has been included as part of the Strategic Plan for the Development of Sustainable Tourism PLANDETUR 2020.
- The National Microfinance System (SIMANIC), linked to the Ministry for the Coordination of Social Development, was launched with a budget of \$70 million in August 2008. This system supports the local economy by providing financial services, encouraging competitiveness, and supporting access to markets. With regard to financial services, SIMANIC supports popular organizations for financial intermediation (banks, mutual funds, cooperatives, credit funds, NGOs, etc.). It has a fund that can be placed with these financial intermediaries; the selection takes into account not only financial indicators, but also 'evaluation of social performance'. This covers presence in areas with high levels of poverty, the application of lower rates for microcredit than those applied by retail banks, and a lower level of profitability than retail banks. The

SINAMIC budget is distributed between the credit fund (\$60 million), the guarantee fund (\$10 million) and additional funds for training and strengthening financial intermediaries. SINAMIC also promotes the design and use of new micro-finance products, including a project for the design of a specific line of funding for micro and small tourism enterprises. The SINAMIC initiative launched by the government has great potential to continue the work begun by MET.



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LESSONS LEARNED:

- The role of the local counterparts has been crucial in the MET process and the creation of local skills has become one of the key aims of MET, with a view to contributing toward the sustainability and institutionalization of the project's methodology. In this respect, the MET experience has shown that it is vital to rely on local counterparts that fulfil certain criteria, for instance, counterparts with experience in the promotion of tourism.
- The strengthening of micro and small tourism enterprises around tourism routes can be easily inserted within existing institutional strategies and priorities.
- Entrepreneurs need good technical assistance to identify investments that coincide with market trends.
- Local counterparts should be committed to implementing the programme with human and financial resources.
- The institutional structure of local counterparts facilitates a good articulation of local public and private stakeholders (public-private and destination management organization, for example).

BACKGROUND INFORMATION:

An extensive model survey was developed for micro and small tourism enterprises, establishing baseline data and enabling the results to be evaluated in areas related to poverty levels, family income vulnerability, demand for microcredit, business management quality, needs for training and technology, etc. This tool was applied to 109 initiatives, 87 of which (52 run mainly by women) were selected to participate in the capacity-building process. A 'training for the trainers' workshop was held for 25 trainers, the first such group in Latin America to receive training in the NETCOM-ILO methodology for Community Tourism Business. Each selected entrepreneur received over 900 hours of training and technical assistance on tourism management-related topics, which resulted in the elaboration of 85 business plans.

There was a detailed assessment of the availability and demand of microcredit, and specific financial products were adapted to tourism METs. There were facilitation workshops for local bodies, micro and small entrepreneurs and financial intermediaries. This resulted in the writing of a full technical document that includes recommendations, conclusions and technical tools. This should assist local bodies and development agencies wishing to implement or support programmes to improve access to microfinance services for micro and small tourism enterprises.

Executed by local public-private bodies in various regions, the MET has been a joint programme between UNWTO (advice on tourism issues, coordination, backstopping and monitoring of activities) and UNDP (advice on gender issues, management and administration), implemented within the framework of the ST-EP Programme (Sustainable Tourism–Eliminating Poverty of UNWTO). The initiative worked in Azuay, Manabí, Pichincha, Napo, Chimborazo, Bolívar, Loja, Guayas, Imbabura and Galapagos, and lasted from January 2006 to September 2008. The total budget was \$290,000: UNWTO funded \$200,000 with a grant from SNV; UNDP funded \$65,000; and CBT the Belgian Cooperation funded \$25,000.

IMPLEMENTATION PARTNERS:

Ministry of Tourism; UNWTO; SNV; Rainforest Alliance; UNDP; a number of local development agencies (SENDAS, CEDIR, ADPM, FEPTCE, CMT, CONQUITO, INGALA and PNG); ILO-REDTURS Network for Community Tourism in Latin America

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ERADICATE
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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.B: Achieve full and productive employment and decent work for all, including women and young people

CONSTRAINT:

Lack of Enterprise Development Services

Lack of technical know-how and financial resources to more effectively market local products

Mongolia's Enterprise Mongolia Project (EMP) aims to reduce overall poverty and unemployment, mainly in rural and remote areas of Mongolia, through strengthening and promoting self-sustainable small and micro enterprises.

COMPONENTS:

- Capacity development of the poor, unemployed and micro and small entrepreneurs to engage in business activities through the provision of sustainable, accessible and quality business development, networking and marketing services;
- Establishment of a sympathetic business environment in the target programme sites;
- Development of the selected locally branded products and services with better quality and competitiveness.

RESULTS:

- 1,000 clients received training at or through Enterprise Mongolia Centres (EMCs)¹⁷.
- Increased access of micro and small entrepreneurs in rural and urban areas to a range of financial services- 300 clients received loans from financial institutions for the first time¹⁸.
- The average household income of the beneficiaries increased by 33 percent.
- 433 new jobs were created or facilitated by the initiative and its beneficiaries.
- 102 business groups received loans from a commercial bank with support from the initiative through the Loan Guarantee Fund.
- Two micro-finance facilitation schemes, the Microfinance Partnership Fund and the OVOP Loan Guarantee Fund, were both underwritten by the EMP and are on deposit with a private partner bank.

KEY ELEMENTS OF SUCCESS:

- **Public Private Partnership:** The Enterprise Mongolia Project (EMP) established a partnership with the private financial sector for both financial contribution and technical/operational support for implementation.
- **Creation of replicable rural micro-finance module:** The successful piloting of the Rural Finance Company (RFC) model proved that the model is replicable in remote rural *soums* (counties). Until recently, only one formal financial institution provided financial services to the entire *soum* population. The establishment of the RFC increased competition, which resulted in better products and services at lower interest rates for the rural poor. During the piloting stage, RFC was able to get a market share of the *soum*. As of August 2007, the RFC in Tarialan *soum* provides services to 14 percent of the economically active population. The financial growth projection for this RFC shows that it will be able to reach 20 percent of the economically active *soum* population.

LESSONS LEARNED:

By adopting the government's local development and poverty reduction initiative, 'One Village One Project' (OVOP), the EMP has been able to promote partnerships among the government, civil society, private sector and other external partners. Such interventions and partnerships opened opportunities for local institutions and people to mobilize their own resources.

- The Rural Finance Company (RFC) model allows the rural communities to invest their excess capital in a local company and get a sustainable return on their investment. The RFC educates

17 Of whom 500 were women single breadwinners and 100 were youth under the age of 35

18 Of whom 100 were women and 50 were youth

the rural population in financial matters. Increased participation of the rural community in micro-finance attracts more people to invest in RFCs.

- The establishment of the RFCs increased the competition in the local financial market, which resulted in better products and services with lower cost (interest rates) to the rural poor people.

BACKGROUND INFORMATION:

The poorest and most marginalized men and women have not benefited from economic growth in Mongolia. Most of them live in rural and remote areas where available income-generating resources and employment opportunities are still limited. The EMP supports the implementation of a government initiative – One Village One Product (OVOP) – to reduce poverty in rural and remote areas in Mongolia by developing and promoting entrepreneurial capacity of small and micro producers and by facilitating business in local communities.

Originating in Japan in the 1970s, the One Village One Product (OVOP) initiative is a unique approach to regional development. In June 2005, the Government of Mongolia approved the National OVOP Programme and established the National OVOP Committee under the Deputy Prime Minister's Office. The EMP has led implementation of the Mongolian government's OVOP initiative.

The programme develops unique 'brands' for tourism, handicrafts and agricultural products. Consultancy services and technical assistance help clustered micro and small producers position their 'brands' in domestic and international markets. The EMP has held regional and national trade fairs and business matching events to help producers to establish business relationships with consumers and business partners. Consultancy services help micro and small producers to set their business strategies, resulting in increased productivity, profitability and employment. The EMP, through local business development service providers, has helped businesses to identify specific challenges that can be easily overcome.

The EMP has underwritten two micro-finance facilitation schemes, the Microfinance Partnership Fund and the OVOP Loan Guarantee Fund, and are on deposit with a private partner bank. Both schemes were designed to finance client business expansion and to offer additional cash-collateral pledges as guarantees. A private bank partner handles loan assessment and disbursement according to its normal lending operations and submits loan applications to the same bank review process as non-EMP supported loans. Under the EMP, the RFC model has been implemented as a pilot in partnership with a private non-banking financial institution. The RFC model's mechanism of mobilizing private capital for the rural finance sector is unique.

IMPLEMENTATION PARTNERS:

Government of Mongolia, UNDP, Government of Japan

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ERADICATE
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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.B: Achieve full and productive employment and decent work for all, including women and young people

CONSTRAINT:

Lack of Business Development Services for Women

Lack of capacity and services to promote traditional products on international markets

Kenya's Strengthening Export Competitiveness of Women Bead Workers is a Results-Based Initiative (RBI) that aims to build the capacity of women-owned bead making enterprises to export their products by improving their business management skills, improving product quality and linking entrepreneurs with international markets.

COMPONENTS:

- Provide business development services and enhance the entrepreneurial skills of 900 Maasai women of Kajiado to operate as business entities, working in partnership with a local NGO;
- Seek to strengthen the export competitiveness of women producers by establishing external niche market ties, increasing volumes, quality and diversity of products in all groups, and ensuring efficient and timely delivery of orders and payment processing;
- Communicate and disseminate activities and findings to: increase awareness of the need to invest in women's enterprises as a strategy for women's economic empowerment and development; increase understanding among policy makers and development practitioners of market-based approaches to enterprise development for low-income women producers; and increase adoption of market- and export-oriented approaches to enterprises development for low-income women producers.

RESULTS:

As of June 2009:

- 900 Maasai women from Kajiado District have trained in entrepreneurial skills including business management, negotiation and leadership training;
- Over 20 new and innovative beadwork product designs have been adopted and developed by 29 women's groups;
- Display and sale of Kajiado women's beadwork in international trade fairs in Germany, Rwanda and Nairobi.

KEY ELEMENTS OF SUCCESS:

- Work with local and national government counterparts from the design stage of the project to ensure acceptance. Before the project design began, there was a feasibility study to consult government counterparts such as the Ministry of Gender, the Ministry of Trade, and the Ministry of Industrialization and Tourism. These ministries have been participating in the whole project cycle, from the design stage to their participation in the National Steering Committee that was established to monitor and provide strategic guidance to the initiative.
- Creation of Steering Committees comprised of development partners, the target group (women's group and local implementing partner), local/national authorities including relevant ministries and the World Bank and UNIFEM to provide strategic guidance and monitoring of implementation.
- Work with the women's groups not just on product design and marketing, but on building their capacity as overall entrepreneurs and business women through provision of tailored training in topics such as opening bank accounts, the benefits of savings, etc.
- The training team from the partner NGO, KGT, visits the women on a regular basis to provide the training.

LESSONS LEARNED:

- Ensuring ownership by the Maasai women and working within their established leadership structures was key to the success of the initiative.
- Understanding the socio-political context and tailoring the components to this often changing contexts.

- Being flexible and tailoring the trainings to the women's availability and location.
- There needs to be coherent market analysis to identify existing/possible markets and suppliers.

BACKGROUND INFORMATION:

The initiative seeks to: (i) enhance the profitability of women's beadwork enterprises and contribute to poverty reduction, sustainable livelihoods, employment and wealth creation; and (ii) enhance the export competitiveness of women's beadwork enterprises as a replicable strategy for market-oriented development and women's economic empowerment.

Although the export trends for handicrafts from Kenya show consistent growth since 1999, these benefits have not trickled down to the grassroots producers, a majority of whom are women living in rural areas. Rural enterprises run by women continue to struggle for resources and market opportunities while their production technologies and product quality remain sub-standard and uncompetitive.

The initiative is planned to continue until December 2010. Funds received from the World Bank for implementation (not including the impact evaluation) total \$300,000 from 2007 to 2009, although the estimated cost of the initiatives is more than double this amount (source: core funds UNIFEM).

IMPLEMENTATION PARTNERS:

At the international level: World Bank; UNIFEM; and the International Center for Research on Women (ICRW)

At the country level: Centre for International Market Access (CIMA); Kenya Gatsby Fund (KGT); African Institute for Health and Development (AIHD) Government of Kenya

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Photo: Dave Snyder for ICRW



MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.B: Achieve full and productive employment and decent work for all, including women and young people

CONSTRAINT:

Limited Vocational Training Opportunities for Women to Meet Labour Demands of Promising Industries

Limited private sector capacity to train female workers to improve efficiency and to create a critical mass of skilled workers, leading to growth in the sector and job creation for women

Pakistan's Gender Promotion in the Garment Sector through Skills Development and Skill Up-gradation aims to reduce poverty through skills development and employment generation in the export-oriented apparel sector, particularly for female workers. The contents of the training are tailored to meet the demands of the industry and to improve the skills of female workers.

COMPONENTS:

- Generate employment for women in the garment sector through training and re-training;
- Develop the capacity of the private sector to conduct research and advocate gender mainstreaming in the garment sector and promote policies that will encourage the industry to promote women's participation;
- Record best practices and disseminate the information for scaling up skills development initiatives in the industry.

RESULTS:

- The initiative has demonstrated the potential for a satellite training system through the employment and training of over 6,000 women workers in the garment industry.
- The garment association has been strengthened to respond to its members' needs by offering internationally certified training curricula and trained garment sector consultants.

KEY ELEMENTS OF SUCCESS:

- All training considers the needs of the participating sewing factories. This has created industry demand for the initiative. There was a thorough assessment of industry needs before the start of the programme to keep training focused and productive.
- The project has been designed to benefit all stakeholders. Training promotes greater efficiency in the garment sector and addresses the production needs of participating companies and the economic requirements of women beneficiaries.
- For the first time in Pakistan, there is a standardized curriculum for the garment sector association that has set a benchmark for training quality. The development of a cadre of master trainers allows the programme to scale up through an established satellite system of training that enjoys full support and ownership within the garment industry.
- For unskilled women, this training means better employment opportunities. They therefore receive it eagerly, making it sustainable in the long term.
- The initiative has combated social barriers and mobilized women for work in the industry. It has also partnered with factories to provide a good work environment for women and is raising awareness about employment opportunities among the underprivileged.
- A top quality international consulting company delivered the training and the project has acquired a reputation for its high quality.

LESSONS LEARNED:

- Selection of Implementing Partners (IPs) is critical for success. The IPs should be credible among stakeholders in order to mobilize beneficiaries. This contributes heavily to the long-term sustainability.
- Understanding the cultural issues of society and developing adequate responses is vital to success. The culture frowned on women leaving home to work mainly because of there was no public transportation that women could use to travel to work. This issue was addressed by motivating factories to provide pick-up and drop-off facilities to women workers.

BACKGROUND INFORMATION:

Under terms of the WTO, Pakistan no longer enjoys quotas for its garment exports. It has to thus compete against garment giants like India, Bangladesh and Sri Lanka. This is difficult because there is an acute shortage of skilled garment workers and low participation by women in the garment sector. The initiative thus aims to establish an approach to satellite training facilities, based on and led by industry, to bridge skills gap and generate female employment.

Gender Promotion through Skills Development in the Clothing/Garment Sector, or GEN-PROM, is a five-year UNDP initiative. It aims to reduce unemployment while increasing the efficiency of a skilled workforce in the garment industry. Training is conducted in the factories, where Satellite Training Units are made. Master Trainers are trained in these units, who in turn train Operators. The Master Trainers and Operators are on the payroll of the factory from the day of recruitment. This is a capacity development exercise for participating companies and beneficiaries alike. The budget is \$11.65 million, over 50 percent of which is supported by private sector garment manufacturing units.

IMPLEMENTATION PARTNERS:

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.B: Achieve full and productive employment and decent work for all, including women and young people

CONSTRAINT:

Lack of Specialized Financial Services for the Poor, Especially Women

Limited financial services accessible to the poor that are compatible with Islamic lending principles

Syria's Rural Community Development at *Jabal Al Hoss* supported local institutions to provide financial services for the poor, particularly for women, including introducing Islamic lending procedures.

COMPONENTS:

- Promote financial services for the poor by formalizing 32 Village Development Funds (VDFs) and expanding their network through the attraction of additional funds;
- Develop the capacities of beneficiaries to manage loans and productions by providing technical advice, marketing consultancy and marketing services;
- Activate women's participation in the development of their community and ensure women's exercise of their basic rights (education, well-being, etc.).

RESULTS:

- Disbursed 12,000 loans for a total amount of SYP 360,000,000 as of June 2007, of which 43 percent were given to women. This created more than 1,000 jobs and improved the income of beneficiaries by an average of 20 percent.
- Empowered women in the target area through increasing access to financial assets and capital resources, thus strengthening their voices in the decision-making processes in their communities.
- The Ministry of Agriculture is currently sustaining the initiative.

KEY ELEMENTS OF SUCCESS:

- An integrated approach to microfinance: offered a comprehensive package of financial and non-financial services, helping to alleviate income and human poverty in the area. This can be replicated in other rural areas in the north-eastern region of Syria, where the culture and social values are similar and poverty is concentrated. Furthermore, the initiative contributed to the policy debate on the role of microfinance in poverty alleviation and promoted its expansion in the country. In addition, the government built on this experience while drafting Decree Number 15, which legalized the work of microfinance institutions.
- Local ownership: Local committees with elected members and the local community became shareholders, not merely loan beneficiaries, contributing to the full engagement of the local community.
- Gender mainstreaming: As members of the local village development committees, marketing committees and literacy classes, women were engaged at all stages of decision-making.
- Islamic lending procedures: The programme was the first to introduce Islamic lending in the country and could be replicated elsewhere.

LESSONS LEARNED:

- Rural community development initiatives yield better results if they address both income and human poverty, including capability poverty.
- In order to succeed, any microfinance intervention must consider the culture and values of the local community and promote local ownership. The fact that the local community in *Jabal Al Hoss* were shareholders in the village development funds and that the microfinance approach followed the Islamic lending procedures provide good examples of localizing microfinance.
- Economic empowerment of women benefits the whole family.

BACKGROUND INFORMATION:

Over the past eight years, with a total budget of \$2 million, the Rural Community Development Project (RCDP) worked to alleviate poverty and to empower local communities, focussing especially on

women, in the area of *Jabal Al Hoss*. Implemented by the Ministry of Agriculture and Agrarian Reform (MAAR), it adopted an innovative microfinance approach that promoted local ownership, followed Islamic lending procedures, and encouraged the full participation of all community stakeholders.

In parallel, the initiative played a major role in empowering women through promoting their participation in the economic and social sectors. It addressed socio-economic challenges facing women in the area, including early marriages, the denial of inheritance rights, limited access to the decision-making processes, and inadequate access to basic financial and physical compensation for their work. In addressing these challenges, the programme used a combination of mechanisms, including providing basic literacy education, health awareness sessions, and awareness-raising on the role of women in the decision-making process.

While providing financial services and supporting women, the programme was working on preparing its exit strategy to ensure sustainability and to provide the legal framework for the VDFs network. Several scenarios have been discussed, including the establishment of a self-sustained microfinance institution or an NGO according to the Syrian rules and regulations.

IMPLEMENTATION PARTNERS:

Ministry of Agriculture and Agrarian Reform
UNDP

The Embassy of the Netherlands and the British Council
Japanese International Cooperation Agency

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.B: Achieve full and productive employment and decent work for all, including women and young people

CONSTRAINT:

Lack of Conditions for Decent Work

Lack of skills training, services and conditions for decent work, particularly for women and young people

India's Promoting Decent Work and Sustainable Employability programme in Bihar aims to support families with employment opportunities after the 2008 floods by developing the capacity of local planning processes and using local resources and products to increase business.

COMPONENTS:

- Raise awareness about agro-based business and relevant training with local resources for the flood-affected families and other vulnerable groups;
- Provide pertinent training on modern and economical techniques for on- and off-farm businesses such as horticulture, bamboo products, exposure to water/labour saving devices for approximately 6,000 flood-affected marginalized and vulnerable people living in relief camps;
- Promote decent work and sustainable employability of the targeted population by strengthening district/block/village level participatory planning processes through *Panchayati Raj* (local self-governance) institutions;
- Provide technical assistance linked to local institutional support, with a special focus on greater understanding of gender and other priority concerns related to decent work;
- Support sustainable livelihoods through the scaling-up of viable, on- and off-farm businesses with local resources such as dairy production, handicrafts, handlooms and other small industries with measurable indicators, including minimum wages and ties to markets.

RESULTS:

- Strengthened capacity at the district and local levels to identify ultra-poor people and viable businesses and to support marketing their products.
- 1,000 households from marginalized groups directly benefited from businesses including *inter alia* horticulture, bamboo products and ties with government schemes such as education, skills training, old-age pension, public health and sanitation, housing, and infrastructure.
- The government has identified public land for use in horticulture and cultivation by the target groups who do not have access to land and are too poor to lease land.
- Industrial Training Institute, a vocational skills training centre for youth, was set up by the Ministry of Labour and Employment (MoLE), in Saharsa District.

KEY ELEMENTS OF SUCCESS:

- Identification and empowerment of the traditionally marginalized population (so-called *mahadalits*), especially women in Bihar.
- Ties with other pro-poor government schemes for business, such as the allotment of land and construction of houses, education for children, old-age pension, 100 days of employment through the National Rural Employment Guarantee Scheme, among others.
- Community-based participatory planning processes through empowering *Panchayati Raj* (local self-governance institutions). Ten *Panchayats* completed supplementary needs-based participatory planning for this financial year (April 2009-March 2010) and have submitted plans for the next financial year (2010-2011). Two *Panchayats* have built village roads based on supplementary planning under the National Rural Employment Guarantee Scheme.
- Continuously raising awareness among government officials and target beneficiaries.

LESSONS LEARNED:

- Synergies developed by strengthening ties with the government departments at all levels.
- Exposure visits of stakeholders to the implementation areas are crucial.
- Importance of keeping all stakeholders well-informed about the programme's progress.

BACKGROUND INFORMATION:

Bihar is an agro-based economy, with 90 percent of its estimated population of 99 million deriving its livelihood from agriculture (source: Government of Bihar's Economic Survey 2008-9). Bihar's topography consists of fertile flat land interspersed with rivers – which also is its nemesis as it is ravaged by floods or drought each year. The weak economy has considerably increased its people's vulnerability to withstand the impact of such calamities. In August 2008, a breach in the Kosi River on the Indo-Nepal border caused the river to change its course, resulting in unprecedented floods.

In combating this, Bihar faces many challenges – with 42 percent living below the poverty line, low literacy levels (47 percent versus the national level of 65.4 percent in 2001; females at 33.6 percent), and with no major industries and the informal sector (mainly agriculture) providing 95 percent of the employment. The gender gap is stark, with the female Work Participation Ratio (WPR) for the state at 18.4 percent and the male WPR at 46.3 percent. With a sex ratio of 919 (to a thousand males), women in Bihar are disadvantaged socially with respect to literacy, education and work participation, as indicated above (Government of Bihar's Economic Survey 2008-9).

Bihar was selected as one of the priority UNDAF States because of the socio-economic and governance challenges that it faces. It is the third-most populated, yet poorest state in India, with a sizeable population of the so-called mahadalits (ultra-poor). Bihar also ranks lowest among Indian States on the Human Development Index¹⁹. The total resources of \$125,000 for these activities were received from ILO's Regional Office in Asia and the Pacific. Technical collaboration for this activity started in September 2008.

IMPLEMENTATION PARTNERS:

Kosi Command Area Development Agency, Government of Bihar; District Administrations of Saharsa and Madhepura Districts; Ministry of Labour and Employment at the national level and Department of Labour Resources at the state level; institutions such as Agricultural Technology Management Agency, Department of Agriculture, Government of Bihar and agricultural colleges based in Saharsa District provide technical expertise; ILO

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¹⁹ UNDP India



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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.B: Achieve full and productive employment and decent work for all, including women and young people

CONSTRAINT:

Limited Availability of Productive Employment Opportunities

Lack of holistic approaches to responsive value-chain upgrading and inclusive local development

Nepal's Employment and Peace Building through Local Economic Development (EmpLED)

initiative aims at accelerating employment-centred and inclusive economic growth, especially in sectors with high potential for early growth such as tourism and agriculture. Holistic approaches to responsive value chain upgrading and inclusive local development capacity development are among the keys to sustainable market-led initiatives.

COMPONENTS:

- Create a Responsive Action Programme to address limited experiences in developing, promoting and managing commercial tourism and a deficiency of infrastructure, ranging from poor road conditions, lodges, the lack of signage and trained guides;
- Provide management training in business and tourism-related services, especially for women;
- Capacity development support for tourism associations on issues related to roles and responsibilities of associations, including quality of hospitality and the future establishment and management of village community trust funds to direct a portion of annual tourism income into upgrading facilities and services, in addition to social projects;
- Advise on effective market linkages and promote tapping in the existing trekking agency, as well as collaboration with the Nepal Tourism Agency;
- Support development of the 'Indigenous Peoples (IP) Trail' and the 'Numbur Cheese Circuit' (NCC) as new Nepali tourism trekking products in Ramechhap District to add to Nepal's national tourism portfolio in 2009.

RESULTS:

- The optimization of labour-based technologies and community contracting on the main infrastructure projects (i.e., upgrading of roads, trails and campsites) created over 25,000 paid workdays for over 400 needy households.
- The injection of wages and cash for the purchase of local materials into the community helped to stabilize the fragile local economy.
- Conservatively assuming that tourists will spend an average of Nrs 1,000 (\$15) daily – excluding guides, porters and public transport – the gross value of annual business would be about Nrs 5.4 million on the IP Trail and Nrs 7.2 million on the NCC. This would create approximately 2,100 workdays for trekking guides and 12,600 workdays for porters.

KEY ELEMENTS OF SUCCESS:

- Local ownership of the initiative from the outset.
- A balanced international and local product and market research team capable of identifying and presenting marketable product ideas to stakeholders and addressing key barriers-to-entry.
- The Ramechhap District LED process helped to formulate a comprehensive tourism plan involving many local stakeholders and actors. The plan also includes cooperation with feeder value-chain upgrading programmes and infrastructure investments that will promote business growth and job creation.
- Outsourcing the mid-term evaluation, adjustment and delivery supervision of the value-chain upgrading programme to a specialist in the development of national tourism.
- Emergence of capable advocates for the development of local tourism in associations based in the promoted destinations.
- Unique branding and packaging of attractive tourism products.

LESSONS LEARNED:

- Attractive, diversified tourism products benefiting fragile and depressed local economies and

communities can be developed across Nepal using the above comprehensive approach, which is based on local ownership and the involvement of key local and national stakeholders.

- Highly desirable projects for scale-up and replication should provide some continued capacity development support for the Ramechhap project stakeholders and actors.
- Early contact with key national stakeholder tourism institutions is critical.
- Comprehensive initiatives in tourism development can contribute to achieving MDGs in addition to MDG 1 for gender equality and green jobs.
- The LED process and approach provide a systemic framework for implementing the UN Policy on Post-Conflict Employment Creation, Income Generation and Reintegration.

BACKGROUND INFORMATION:

Nepal is a land-locked Least Developed Country (LDC) emerging from a decade of civil conflict with high rates of under-employment, poverty and social exclusion that exacerbate the challenges of post-conflict political transition and achieving the MDGs. This case study is an example of how stakeholders can build on local assets and comparative advantages (in this case, potential tourism attractions) and transform them into viable, diversified business and job opportunities for local women and men.

The programme commenced in May 2007 and ends in April 2010. The foundation for the LED process of this pilot project in two Nepali Districts was the establishment and training of LED Forums (local public-private-civil society partnerships) to stimulate employment-centred and inclusive local economic recovery and growth. The initiative has also strongly emphasized building local competitive advantages in the production and marketing of food products to create more opportunities for local enterprises, producers and workers. The total project budget was \$3 million; the approximate budget for the tourism development initiative, including road upgrading attribution, staff and operating costs, is \$400,000.

IMPLEMENTATION PARTNERS:

The Ramechhap LED Forum contacted various local and national implementing partners for development of the two tourism products. Implementing partners included specialist in the development of national tourism, local NGOs in the tourism areas, destination- and village-level tourism associations, specialist training and marketing service providers, road user communities and others. The initiative falls within a portfolio of global employment projects funded by the Netherlands International Cooperation and implemented by the ILO.

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ERADICATE
EXTREME POVERTY
AND HUNGER



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AND HUNGER

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.B: Achieve full and productive employment and decent work for all, including women and young people

CONSTRAINT:

Inefficient Utilization of Existing Resources

Untapped value chains for potential green jobs and the improvement of working conditions

India's Demonstration Programme on Green Jobs in Jabalpur aims to support the identification and development of value chains for enhanced competitiveness of the local economic sector. It has done so in consideration of improving working conditions and protecting the environment. It fosters, among other things: a) better integration of marginal village dwellers into the dairy value chain, with better income generation in poverty-stricken areas, b) the introduction of waste management practices that improve the workplace, especially for women working in waste disposal, and c) improvement in occupational health and safety for dairy farm workers.

COMPONENTS:

- Identify high-potential sectors for green jobs creation and possible areas of intervention for eliminating gaps in decent work and improving environmental performance;
- Produce materials for raising awareness and in-depth analyses of labour and environmental challenges in the selected sector;
- Develop participatory value chain, raise awareness and build capacity for local stakeholders;
- Support local stakeholders in the implementation of actions identified through the participatory VCD exercise; implementation of the pilot-tested methodology for Green Value Chain Development (VCD).

RESULTS:

- Local dairy SMEs evolve a vision of business development that integrates socially and environmentally sustainable practices.
- Local stakeholders identify and take responsibility for implementing concrete solutions for improved business performance, better working conditions and lower environmental impact.
- Collaborative links are established between local SMEs and government institutions. A steering group for the integrated development of the dairy sector has been established.
- Local resources and policies are enlisted to foster sustainable growth in the dairy sector.

KEY ELEMENTS OF SUCCESS:

- Value chain analysis allows holistic understanding of a sector and identification of sustainable solutions.
- Participatory approach to VCD ensures ownership, employs local resources and capacities, and promotes longer-term sustainability.

LESSONS LEARNED:

- Integrating social and environmental concerns in an overall strategy for the development of a sector significantly increases acceptance by local businesses. Identifying and promoting win-win solutions that bring economic, social and environmental benefits plays an important part in the process.
- Establishing mechanisms of dialogue and collaboration across a range of stakeholders ensures coverage of many varied concerns across the three pillars of sustainability.

BACKGROUND INFORMATION:

There is growing acknowledgement among governments, trade unions and employers' organizations that business as usual based on the strategy 'grow first, clean up later' is not sustainable economically, socially or environmentally. The growing awareness and willingness to act is reflected in the conclusions of the discussion at the 96th Session of the International Labour Conference of the ILO Director-General's Report Decent Work for Sustainable Development and the ILO's 'Green Jobs Initiative', which

was launched in collaboration with the United Nations Environment Programme, the International Organization of Employers and the International Trade Union Confederation in November 2007. The Green Jobs Initiative supports a concerted effort by governments, employers, and trade unions to promote environmentally sustainable jobs and development in a climate-challenged world and seeks to facilitate a 'just transition' that reflects the environmental, economic and social pillars of sustainable development. Within this context, the initiative's objectives are: to promote awareness and dialogue; to identify and respond to knowledge gaps; to promote policies and measures to achieve green jobs and green workplaces; to catalyze employment and poverty alleviation within climate mitigation and adaptation programmes; to enhance the capacity of ILO constituents; and to strengthen collaboration among international organizations and the business community.

To carry concepts into action, a Green Jobs demonstration programme was initiated in the dairy cluster in Jabalpur, State of Madhya Pradesh, India, to support micro, small and medium enterprises in their vital role as driving forces for sustainable development of the country. The core of the demonstration programme lies in the promotion of win-win strategies in value chains. These strategies can support adoption of green technologies and practices that lower greenhouse emissions while opening up opportunities for higher incomes and alternative livelihoods.

The programme has been carried out in collaboration with TARA Livelihoods Academy with the participation of local stakeholders and has pilot-tested a value chain development methodology to foster sustainable development at the local level. Complementary interventions have included a participatory value chain development exercise with multiple stakeholders, business case studies on milk sub-sectors, and capacity development modules for local stakeholders to facilitate the development of the local dairy sector while addressing environmental challenges and promoting socially responsible practices. The funding for the Green Jobs Initiative – India (\$327,000) comes from RBSA resources.

IMPLEMENTATION PARTNERS:

TARA Livelihood Academy, an affiliate of Development Alternatives

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**ERADICATE
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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.B: Achieve full and productive employment and decent work for all, including women and young people

CONSTRAINT:

Lack of employment opportunities and entrepreneurial skills

Lack of market access, competitiveness and entrepreneurial skills of small producers, especially women, in rural areas

Mexico's Innovation for Equitable Development (IDEQ) in Hidalgo and Zacatecas aims at generating income opportunities and formal employment in new partnerships with universities, the private sector, public institutions and migrant communities for very poor artisans.

COMPONENTS:

- Promote the creation of productive clusters around handicraft and food production through training and advisory services (design, product quality, administration, trading, etc.);
- Support upgrading of informal employment toward participation in formal labour markets through the organization of cooperatives and similar forms of entrepreneurial cooperation;
- Create employment perspectives for advanced university students, through consultancy services, in a benefit-sharing system with local women producers;
- Explore marketing opportunities and trading initiatives, technical and commercial assistance and co-financing (through risk capital, remittances, etc.) by involving migrant communities of Mexicans in the United States.

RESULTS:

- Private enterprises have started to invest in the improvement of product quality and market access of the poor, through direct orders, promotion of exhibitions in local fairs and preferential purchasing agreements.
- Two IDEQ cooperatives have been formalized, registered and are fully functional. Two Interdisciplinary Business Service Units created at the local universities administered them; they are directly controlled by the women producers and count on technical assistance from ILO consultants in their starting phase.
- The portfolio of products has been considerably improved in quality, competitiveness and attractiveness to consumers, incorporating better materials, new designs, better work organization and adequate technical support, which lead to the opening of new niche markets.

KEY ELEMENTS OF SUCCESS:

- ILO was a credible broker, convincing public institutions to leave the principal responsibility for implementation with the women producers and university students.
- No one was 'forced to participate in a collective effort', though the cooperative consolidates, organizes and promotes collective commercialization.
- Sensitization of all stakeholders, particularly university students, helped to avoid philanthropist approaches and fostered a spirit of joint entrepreneurship and shared responsibilities.
- Migrant communities are no longer seen predominantly as providers of remittances, but as equal partners in a business initiative.
- The continuous presence of ILO at the local level to support the empowerment of the poor so that they can make their own decisions has been crucial for inspiring confidence and making self-initiative and productive employment a viable alternative to social subsidy programmes.

LESSONS LEARNED:

- Fostering participation and transferring as much responsibility to the beneficiaries as possible right from the beginning helped to speed up the process of 'working out of poverty'.
- A clear road map with clearly established objectives, a jointly elaborated work plan, a calendar and continuous participative monitoring are indispensable.
- Trying to convert poor producers into small entrepreneurs usually is a big mistake. It runs the risk of losing a good producer and gaining a mediocre business manager. It is better to



differentiate between technical and production skills on one side and administrative and entrepreneurial competencies on the other, and to support each person in what he or she is best at doing. For example, most producers would be better if they remained producers, while receiving commercial, administrative and other business support from specialists (advanced university students, public institutions and private sector support).

- Poor producers cannot compete with standardized agricultural, industrial or handicraft mass production, but should seek niche markets with more specialized products.
- While improving product quality, design, etc., for better-paying niche markets, it is important to generate new market opportunities that provide a stable, minimum income; this sustains high motivation.

BACKGROUND INFORMATION:

The programme idea goes back to a 2001 joint research initiative between ILO Mexico and MIGRANT on 'Productive Use of Remittances for Local Development in Home Towns of Migrants in Mexico' (MIGRANT working paper N° 59). It has also been inspired by inputs from the Social Finance Programme and practical experience of the National Development Bank in Mexico (NAFIN). The pilot initiatives in Hidalgo and Zacatecas that started in 2007 have been financed principally by RBTC funds of ILO Mexico, with local cost-sharing agreements and technical backstopping from MIGRANT.

IMPLEMENTATION PARTNERS:

Local public universities of Hidalgo and Zacatecas; Confederation of Mexican Employers in Hidalgo, COPARMEX; Local Commerce Chamber in Pachuca (state capital of Hidalgo); Local Vocational Training Institute of Hidalgo State, ICATHI; Local Institute for Handicraft Promotion of Zacatecas State, IDEAZ; State Institute for Women, Zacatecas; State Institute for Migrant Communities, Zacatecas; Municipalities of Acaxochitlan (Hidalgo), Huanusco and Tabasco (Zacatecas); Private enterprises; Manpower Foundation; and Selected migrant clubs and federations of Mexicans from Hidalgo and Zacatecas in the US.

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.B: Achieve full and productive employment and decent work for all, including women and young people

CONSTRAINT:

Lack of Diversified Income Generation Opportunities in Poor Rural Areas

Limited awareness of and community support for the economic benefits of maximizing tourism potential; limited capacities to effectively market and cultivate a tourism destination

Cambodia's Mekong Discovery Trail initiative aims to enhance local economic impact from sustainable tourism along the Mekong River in Kratie and Stung Treng provinces, one of the least developed regions in Cambodia. The project envisages recognition of the Mekong Discovery Trail as a brand and destination for community-based tourism and eco-tourism, where the local community will offer visitors many services and experiences.

COMPONENTS:

- Expand the international image of Cambodia by focusing on the Mekong River, its ecosystems and local communities;
- Develop eco-tourism and adventure tourism by directly involving local communities;
- Support local institutions and NGOs to build essential skills in communities so that they can develop sustainable livelihoods by participating in tourism;
- Promote the Mekong Discovery Trail as a tourist destination.

RESULTS:

- There has been a series of training programmes for the target communities on topics such as hospitality, English language, and non verbal communication tools. Ten target community members gained intensive English language skills and the communities now have English speakers in tourism services.
- Tourists can enjoy itineraries for small and thematic biking trails along the Mekong River. Sign posts, information boards and rest shelters were constructed at key areas along the trail. A visitor's guidebook and a website presenting information about the Mekong Discovery Trail are available, as are several tourist activities such as horse cart rides and bike and kayak rentals.
- Based on numerous field observations and feedback from the local hotels and guesthouses, the guidebook on the Mekong Discovery Trail already facilitated numerous visitors to the target communities and many extra overnight stays in the provincial capitals.

KEY ELEMENTS OF SUCCESS:

- Participation and feedback from the private sector helped in the design of tourism products and business concepts that would appeal to the target market and provide much-needed benefits to the local communities. Engaging the private sector will continue to be crucial to raise awareness of the Mekong Discovery Trail and its attractions.
- The capacity development activities focused on skills training and ensuring that the trainees were able to use the skills right after the training. This occurred either through linking product development to the training to ensure sellable products, or training people that are employable after the training. The initiative moved away from general capacity development that may have resulted in more people with some skills, but fewer with the chance to use their new skills after training.

LESSONS LEARNED:

- Raising awareness of sustainable tourism development among communities and enabling them to sell goods and services to tourists can significantly help improve the interaction between tourists and host communities.
- Informing and involving tour operators significantly increases their interest in purchasing goods and services from local communities.

BACKGROUND INFORMATION:

During Phase One, which was completed in September 2007, the programme prepared a Tourism

Development Master Plan for the town of Kratie and made some recommendations to various tourism stakeholders in an effort to transform Kratie into an attractive, popular tourism destination. Phase Two of the programme concentrated on the design and development of the Mekong Discovery Trail and overall product development. Activities in this phase concluded in June 2008. The programme developed itineraries for various thematic trail routes along the river and a variety of tourism offers. There were trips to familiarize regional media and travel trade about the range of trail products; this phase also introduced promotional materials, such as posters, a Trail Guide Book, and a website for the Mekong Discovery Trail (www.mekongdiscoverytrail.com).

Phase Three of the programme began in August 2008 and concluded in October 2009. Activities concentrated on capacity development, infrastructure, business development, and further marketing and product development. Additional funding from SNV helped the programme to carry out two capacity development initiatives: 1) hospitality training for target communities and 2) intensive English-language training for ten representatives from target communities. Infrastructural improvements along the Trail included the construction of signposts, information boards, and a rest shelter. Together with the local communities and entrepreneurs, the programme developed various tourism products and ideas for tour groups and independent travellers, including horse cart rides, bike and kayak rental, handicraft training, tree planting, home-stays, and shadow puppetry.

Phase Four of the programme will continue the activities implemented during Phase Three (with a focus on capacity development, infrastructural improvements, business development, product development, and marketing), but also expand the Mekong Discovery Trail to bordering provinces with Lao PDR.

IMPLEMENTATION PARTNERS:

Ministry of Tourism of Cambodia
UNWTO
The Netherlands Development Organisation SNV
UNWTO ST-EP Foundation
Spanish Agency for International Cooperation for Development (AECID)

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Photo: UNWTO ST-EP Programme



ERADICATE
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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.B: Achieve full and productive employment and decent work for all, including women and young people

CONSTRAINT:

Obstructed Access to Agricultural Land Due to UXOs

Inability to access agricultural land, schools and health facilities due to the presence of unexploded ordnance

Iraq's Support to Rural Development and Safer Environment through Mine Action builds national capacity to clear unexploded ordnance from agricultural land to enable a resumption of agricultural development and rural employment.

COMPONENTS:

- Clearance of unexploded ordnance from agricultural land;
- Develop capacity of national mine action NGO to clear mines.

RESULTS:

- From October 2007 to June 2008, cleared unexploded ordnance (UXO) from more than 1,000 farms, which allowed more than 5,000 farmers and their families to return to work.
- Cleared 18 schools of UXO, which allowed 3,600 pupils to return to school.
- In the past 4 years, with 52,000,000 square metres of land cleared, there has been a significant reduction in the number of communities with obstructed agricultural land.
- Enhanced community awareness, agricultural development and commercial activities.
- Strengthened management and operational capacity of an Iraqi Mine Action NGO, Rafidain Demining Organization (RDO), and improved coordination between the government and the national NGO.

KEY ELEMENTS OF SUCCESS:

- The initiative aims to develop local capacity to manage mine clearance. National professionals were trained to become managers, ensuring sustainability and ownership.
- A clear milestone and shift of implementation mechanism: once the Iraqi NGO, RDO, was registered as an independent organization, the programme installed RDO as the implementing partner, with the Danish Demining Group serving as the international monitoring partner. During the course of this initiative, the Iraqi NGO was given more responsibility and authority, facilitating opportunities for learning-by-doing.
- Strong ties and synergy were fostered with the international partner DDG to use their Mine Risk Education teams and Survey team with funding from the Danish International Development Agency (DANIDA) and the Swedish International Development Agency (SIDA); this reduced the risk of establishing an unsustainably large national organization at the outset.

LESSONS LEARNED:

- The security situation in Basra and other southern parts of Iraq is the largest constraint to improving outreach and targeting the most vulnerable. This prevented achieving the clearance target and conducting a post-clearance survey, which, in turn, prevented the collection of data for socio-economic indicators.

BACKGROUND INFORMATION:

Due to weak operational capacity for demining in Iraq, UNDP supported the establishment of a local NGO to conduct landmine/unexploded ordnance (UXO) clearance in partnership with the Danish Demining Group (DDG). The initiative started early in 2005 with funding from the Government of Italy, the European Commission, and the multi-donor funded Iraq Trust Fund (ITF). In May 2007, the only national humanitarian mine action NGO in southern Iraq was finally officially registered under the name 'Rafidain Demining Organization' (RDO) at the NGO Assistance Office in the General Secretariat of the Cabinet. From its inception to 31 July 2008, RDO, together with DDG, cleared almost 52,000,000 square metres of land, most of it agricultural, contributing to food security and higher income for poor farmers.

Continued support from UNDP to RDO is necessary until its management and operational capacities are strengthened and they will be able to raise funds from donors directly. The programme started in October 2007 with a total budget of \$4.99 million funded by AusAID, DFID and ITF with increased focus on the organizational development and clearance of the areas where the most vulnerable will benefit.

IMPLEMENTATION PARTNERS:

Ministry of the Environment
Rafidain Demining Organization
Danish Demining Group
UNDP
Iraq Trust Fund, AusAID, DFID, the Government of Italy, European Commission

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Iraqi deminers



**ERADICATE
EXTREME POVERTY
AND HUNGER**



ERADICATE
EXTREME POVERTY
AND HUNGER

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.B: Achieve full and productive employment and decent work for all, including women and young people

CONSTRAINT:

Untapped Potential for Job Creation in Slum Areas

Untapped potential for job creation through reusing and recycling garbage and waste management

Kenya's Kayole Environmental Management Association (KEMA) aims to create jobs through sound waste management. It recycles waste into usable products, including handbags and mats. To change the mindset of consumers, it trains neighbourhood associations about the benefits of recycling and reducing consumption and supported the creation of an enabling environment for recycling and composting garbage waste.

COMPONENTS:

- Policy advocacy for sound environmental management through adequate waste management and promoting recycling and reusing materials that would otherwise be discarded;
- Turns waste into usable products, including weaving discarded plastic into handbags, mats and lampshades for sale on the local market, creating jobs for manufacturers and retailers while promoting environmental sustainability;
- Invented a smokeless briquette-making machine, which can employ 6 people per machine while contributing to cleaner and less polluted air;
- Trains community members to safely collect trash, creating waste management jobs and contributing to a healthier and safer environment.

RESULTS:

- The Kayole Environmental Management Association (KEMA) has created jobs for 200 youth, 80 women and 120 men, including 50 former street children.
- The organization developed the capacity of 2,800 people belonging to 50 neighbourhood associations in Kenya, Uganda and Tanzania to reuse, reduce, recycle and compost garbage waste.

KEY ELEMENTS OF SUCCESS:

- The Nairobi City Council incorporated KEMA's activities into its bylaws. KEMA also offers capacity development in solid waste management as part of its environmental conservation efforts, training individuals and groups from Kenya, Uganda, Tanzania and Zambia in solid waste management in order to create and increase awareness of environmental conservation.
- KEMA sold products from recycled materials, including handbags, baskets, mats and lampshades, to meet programme expenses. Initially, there was limited demand for the products, due to an antipathy toward recycled materials. KEMA worked hard to improve the quality of the products and advertised in the local media. To better inform the public about the safety and benefits of recycled materials, the staff first focused on building their own capacity and knowledge. They imparted this knowledge to Voi Municipal Council employees in a five-day training session. Six additional groups invited them to give the training, which has been replicated by 700 Kenyans, 300 Ugandans and 100 Tanzanians who were originally trained by KEMA.

LESSONS LEARNED:

- Nairobian generate 456,000 tonnes of domestic and urban waste annually. 70 percent of this is bio-degradable, and 319,200 tonnes of it can be composted to produce 1,276,800 tonnes of organic fertilizer valued at \$58,929,230 annually – enough to employ 20,000 Kenyans at a salary of \$3,020 per year. If properly managed in urban centres, municipalities and towns, the garbage produced in Kenya can greatly reduce urban unemployment.
- Converting Kenyans into ardent customers of recycled products is a major obstacle.

BACKGROUND INFORMATION:

Kayole Environmental Management Association (KEMA) was established to collect garbage in the

estate. Since it opened its doors in 1999, the organization has turned around the estate ecosystem, which was by then rated among the most degraded, by partnering with the residents in solid waste management. By 2000, KEMA had 100 workers serving 6,000 households. From over 12,000 households, it currently collects garbage that otherwise could have been dumped in an environmentally unfriendly manner, as happens in most estates in the city.

Each student pays Ksh 20,000 a day in a five-day training session. So far, it has trained over 4,000 students in the region, including 1,000 Tanzanians. Apart from complementing the efforts of the Nairobi City Council through garbage collection, KEMA has played a key role in creating awareness of solid waste management in the area.

To achieve its goals, the organization supported the creation of an enabling policy environment for sustainable solid waste management practices, increased the capacity of actors within government and the informal settlements, developed effective information and networking systems, and promoted and developed pro-poor partnerships.

IMPLEMENTATION PARTNERS:

KEMA, Government of Kenya- Ministry of Housing, Ministry of Environment, Ministry of Labour
UNDP, UNEP

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ERADICATE
EXTREME POVERTY
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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.B: Achieve full and productive employment and decent work for all, including women and young people

CONSTRAINT:

Lack of ICT and Other Skills Development Opportunities for Vulnerable Populations

Deficiencies in ICT and job-readiness skills among vulnerable populations, constraining their ability to find and maintain productive employment

The Partnership in Opportunities for Employment through Technology in the Americas (POETA) programme, implemented throughout **Latin America and the Caribbean**,²⁰ aims to reduce poverty among vulnerable groups, particularly people with disabilities, at-risk youth and displaced populations, by imparting the skills and tools needed to find and maintain productive employment.

RESULTS:

- 62 ICT and training centres were established.;
- 27,269 people throughout Latin America and the Caribbean received direct ICT and job-readiness training;
- 79,434 people indirectly benefited from POETA services through training and technology facilitated and POETA centres during non-traditional hours;
- 4,626 people found employment;
- POETA is reducing poverty in Latin America and the Caribbean by making sure marginalized populations have the skills needed for productive employment and the social tools necessary for meaningful social inclusion. As a result of this programme, many individuals and their families have obtained critical social and job skills which improve intrapersonal relationships and facilitate labour inclusion and reduction of poverty.

KEY ELEMENTS OF SUCCESS:

- The partnership between the public and private sector, academic institutions and national governments has made the programme successful and sustainable. Over 100 public and private sectors partners are contributing their time, experience, and resources to the implementation of this programme.
- POETA uses a bottom-up approach to development through partnering with local organizations that take ownership of training and responding to local needs.

LESSONS LEARNED:

- POETA's initial focus centred on training and increasing employment opportunities for vulnerable populations. As the programme's implementation continued, it became apparent that training and empowering participants would not result in effective development if all sectors were not involved. The private sector needed to be sensitized about the benefits of hiring these groups and governments needed to support inclusion. As a result, training and knowledge-sharing activities were developed with these sectors to ensure lasting results.

BACKGROUND INFORMATION:

Vulnerable communities, including people with disabilities, at-risk youth and displaced populations, often lack the skills necessary to find employment and to escape poverty. In Latin America and the Caribbean, these three groups face significant challenges to achieving full and productive employment.

Also troubling is the large number of disabled people in Latin America, which, according to a report from the Inter-American Development, stands at more than 50 million, 70 percent of whom are unemployed. When disabled people have no access to education and employment, they must depend on family members. The opportunity cost and economic burden for parents who have to quit their jobs in order to take care of their disabled children is high.

20 Antigua & Barbuda, Argentina, Colombia, Costa Rica, Dominica, the Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Honduras, Mexico, Panamá, Peru, St. Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, and Venezuela

The MDG target of eradicating poverty will not be achieved in the region if these vulnerable communities continue to experience high levels of unemployment and poverty. Recognizing this problem and the capacity of information and communication technologies (ICTs) to provide valuable job-ready skills and avenues for productive employment and self development, the Trust designed the POETA programme. POETA facilitates social and economic inclusion among these populations by using ICT to facilitate labour inclusion. The programme ensures that these communities, which are particularly susceptible to unemployment and poverty, receive the tools necessary to find employment and the income needed for decent living. The Trust has been able to solicit both public and private sector support to POETA. This programme's budget is \$6,722,950, with in-kind contributions valued at \$5,161,975.

The Trust for the Americas' POETA programme began as a pilot initiative to train disabled people in Guatemala in 2004 and has expanded to disabled people, at-risk youth, and displaced and demobilized persons in 18 countries. The training for all participants is holistic, designed to give participants the skills for self-development, social inclusion and making a living. Participants are trained in technology skills such as Microsoft Office and website design, as well as job readiness, including resume preparation and small enterprise development. In addition, there is also civic and social education about interpersonal skills, conflict resolution, time management, legal processes, and sexual health.

IMPLEMENTATION PARTNERS:

Trust for the Americas, Organization of American States

59 local partner organizations in 18 countries, including NGOs, government agencies and academic institutions

Donors are from the private sector, such as Microsoft and Cisco Systems, and also include international organizations such as the Inter-American Development Bank and the Canadian International Development Agency, and others (e.g., International Development Research Center)

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ERADICATE
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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.B: Achieve full and productive employment and decent work for all, including women and young people

CONSTRAINT:

Lack of Rural Income Generation Opportunities for Women

Lack of rural employment opportunities and agricultural training facilities; reduced access to land for female-headed households; increased frequency and intensity of the crises affecting women and agriculture

The Palestinian Territory's Employment Generation for Women's Associations in the West Bank and Gaza Strip (WBGS) seeks to increase investment in capacity development and agricultural knowledge to generate income, supply nutritious food and build the entrepreneurship skills of women to counter shocks in the WBGS. The goal of the programme is to build local capacities to meet the development needs and priorities of Palestinian households, while responding to the need for sustainable environmental, economic and social development. This participatory gender-sensitive approach has the potential to play a powerful role in sustainable agricultural development practices for women, men and their families.

COMPONENTS:

- Provision of agriculture training for women;
- Facilitate the formation of women's cooperatives;
- Organize marketing fairs for women's associations.

RESULTS:

- 427 women farmers have been trained in agricultural production, crop cultivation, harvesting, plant diseases, composting, integrated pest management (IPM), nutrition, food processing and labelling and marketing skills.
- 7 new women's cooperatives were formed and legalized in 2009 with the help of FAO intervention.
- 2 marketing fairs exhibition (*Khayrat Blady*) have been organized for the women's associations (one in the Gaza Strip and one in the West Bank).
- The model aimed to give the associations the possibility of enhancing their knowledge in agriculture and of trading their products within easy reach from their own villages so that they can possibly overcome the consequences of the severe lack of freedom to travel within the territory.

KEY ELEMENTS OF SUCCESS:

- Beneficiaries improved their skills in food processing and preserving, which helped women to improve their household food security and income. The inputs and training received enabled women to buy fruit and vegetables when they are at their cheapest and to preserve them for other times during the year.
- The involvement of women's associations improved the collective power of women beneficiaries, enabling them to form cooperative links and marketing associations and to trade products or skills.
- Where women have very limited income-generating possibilities, this initiative gave them the opportunity to take control and to have a significant impact on the food security and income generation of their households.
- Tending home gardens and looking after sheep are activities carried out very close to the home and require little physical effort. Consequently, women can improve their household food security and earn more income while still taking care of their children and homes.
- The home gardens established by the programme enabled the beneficiaries to grow their own fruits and vegetables, which are of particular importance in light of current high local market prices for fresh produce. The water cisterns and grey waste water treatment units enabled female-headed households to have productive home gardens even in the summer, when water is extremely scarce and expensive in the region.

LESSONS LEARNED:

- Land available for horticulture is extremely limited in the WBGS and with the current closures and movement restrictions, many kinds of fresh vegetables are expensive and hard to find. This initiative has shown that productive home gardens that are properly set up and tended can provide the whole family with an affordable supply of fresh produce, which is vital for good health and development.
- Providing women with food processing and preserving skills can afford them a source of income, enable them to become more independent, and improve the food security of their households.
- The *Khayrat Blady* exhibitions became very successful in the region, earning praise from women participants, women's associations and customers.
- Capacity development of women farmers and women's associations is highly recommended for ensuring equity and equality among men and women in rural communities. The programme has shown that the inclusion of some kind of community contribution, such as providing fodder or labour, involves beneficiaries in the intervention.
- The main challenges arise from the current stagnation of the enduring Palestinian-Israeli conflict, increasing institutional volatility in the *de facto* authority and possible security threats due to internal violence; security measures and political developments have greatly affected the Palestinians' socio-economic conditions.

BACKGROUND INFORMATION:

Agriculture plays an important role in food security and the Palestinian economy. It acts as a traditional shock absorber for rural families, especially in times of crisis. The Palestinian National Authority estimates that 17.9 percent of the Palestinian workforce in the West Bank is employed in the agricultural sector, and 13.1 percent in the Gaza Strip; in addition, women who are unofficial, or unpaid, members of the workforce contribute enormously to the sector, with nearly 70 percent of agricultural work done by women as part of their household duties. Moreover, agriculture offers a source of sustainable employment, income generation and food security for many people in the WBGS facing difficulties under the current socio-political-economic conditions. Investing in the sector, especially for youth hit hard by the deteriorating situation in the WBGS, is important for long-term development returns and value.

In 2007, the agricultural sector employed 163,559 workers and more than 7,200 private business establishments in the West Bank and Gaza Strip, and was the main source of income for around one million people. However, in recent years, and particularly since January 2006, the agricultural sector has been considerably affected by many problems dating from the beginning of the second Intifada in 2000. Today, a little over ten percent of the population is employed in the sector, down from 16 percent in 2007. Constraints in this sector include: (i) increasingly restricted movement of people and goods; (ii) increasingly restricted access to land and water resources; (iii) the Palestinian Authority financial crisis; (iv) the massive recession of the Palestinian economy; (v) disruption of the labour market; (vi) lack of access to agricultural inputs; and (vii) disruption of food markets.

IMPLEMENTATION PARTNERS:

Ministry of Women's Affairs and Ministry of Agriculture; Qatar Charity; Italian cooperation; Spanish cooperation; the UK Department for International Development (DFID)

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ERADICATE
EXTREME POVERTY
AND HUNGER

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.B: Achieve full and productive employment and decent work for all, including women and young people

CONSTRAINT:

Lack of Income Generation Opportunities in War-Torn Areas

High unemployment in crisis areas compounded by lack of job opportunities and economic stimulus

Iraq's Reconstruction and Employment Programme (IREP) contributes to poverty alleviation, as well as the mitigation and prevention of crisis, by providing temporary emergency employment for the most vulnerable unemployed Iraqis through labour-intensive infrastructure rehabilitation, land clearing and irrigation schemes. The programme also builds the capacity of the local government counterparts in the areas of project management, financial management and implementation to ensure long term sustainability of the programme.

COMPONENTS:

- Implements small-scale labour-intensive, community-based projects valued between \$30,000 – 50,000;
- Provides employment opportunities to vulnerable populations, including unskilled and semi-skilled youth and women who are unemployed. Each project employs between 100 – 300 labourers, on average

RESULTS:

- While around 52 percent of the activities were focused in southern Iraq, the programme has affected 17 of 18 governorates. To date, 1,090 community projects were implemented, covering the following 8 sectors: water & sanitation, agriculture, environment, electricity, health, education, local public works and enhancement of municipal services. Capacity development was a crosscutting activity among IREP community-based sectors.
- The programme has employed more than 131,928 unemployed skilled and unskilled Iraqis, including 5,773 women, who were employed for a total of approximately 5 million working days. Salaries paid to the beneficiaries, along with materials and tools purchased for programme activities, contribute to the economic impact of the programme.

LESSONS LEARNED:

- Maintaining a low profile: Due to the worsening security situation and the absence of UN personnel operating inside Iraq, alternative implementation mechanisms were explored to continue delivering services to the Iraqi people. One of these modalities was to contract local consulting firms that have experience working with UN programmes. UNDP selected three Iraqi consultancy firms by a competitive process. These consultancy firms were staffed with engineers, monitoring community outreach officers and IT specialists. Their prime role was to ensure adequate monitoring and to submit regular reports through the entire programme cycle in coordination and cooperation with the local authorities. This modality was seen as a low-profile intervention by the UN, and as 'Iraqis helping Iraqis'.
- Importance of timely salary payment and monitoring: The implementation modalities should be adjusted to the needs of the situation, especially in a war-torn and conflict environment.
- Sustainability: The flexibility of IREP interventions created space for piloting new initiatives and preparing an exit strategy that would allow for more sustainable solutions (e.g., from an IREP garbage collection sub-project to proposing a support intervention aiming at the re-establishment of the corresponding public service).
- Empowerment of local authority: While implementing IREP activities in various regions of Iraq, the capacity needs of local authorities were identified so they could handle greater implementation responsibilities. The synergies, coordination and partnership established with local authorities/municipalities, the governors' offices and local communities represent an 'implementation-friendly' platform for donors.
- 'Hot spots': There is striking need to pay more attention to unemployment in the hot spot cities



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like Fallujah, especially among holders of university degrees and others who can be useful in government service and the education sector, by improving their skills and capacities as well as supporting these sectors.

- Gender sensitivity in programming: More activities can be designed and implemented to encourage full participation of women. This can include implementing programmes to develop knowledge and skills valued by women, including sewing, knitting, midwifery, etc.
- Ownership of youth: Youth can play advocacy role within their communities and can be a factor in development, peace and security.
- Long-term employment and micro-enterprises: To connect beneficiaries with earning sources, there should be activities designed to develop micro-enterprises, while providing vocational skills to youth at the community level, so that the trained youth can benefit from opportunities to have long-term earning sources.
- Coordination of activities funded by different donors: Donors, including local authorities, need to coordinate the provision of budgets and services in order to avoid replication and wastage.

KEY ELEMENTS OF SUCCESS:

- The projects are implemented through local technical departments, fostering a strong sense of national ownership by local authorities. As a result, they better respond to the concerns of the population and have increased confidence in the local administration. It also helps to ensure sustainability of the programme.
- Due to security risks, the UN staff members assigned to this initiative were not present in Iraq to monitor the programme. This constraint was overcome by: contracting consultancy firms to act as implementing partners; applying remote control management to monitor programme implementation; operating through a sub-office based in Kuwait; contracting a company to transfer the funds into Iraq and pay the beneficiaries within a very short period; and introducing a web-based database to facilitate the financial and quality control of the projects.
- UNDP-IREP established an interactive and comprehensive database to enable the management team to monitor progress daily. The database includes all MOUs, information on sub-projects, progress toward completing outputs (including pictures), beneficiary numbers, profiles of concerned communities and financial information. The database also establishes a forum for close communication among the implementation teams.
- All projects follow a 40 percent material and 60 percent labour ratio. Goods and commodities are purchased from local markets, thus stimulating local economies.
- Community members and local authorities participate in the programme's decision-making process, provide guidance for project selection and monitor project implementation through a Project Appraisal Committee.
- International and national civil society organizations participate in the project selection and implementation in consultation with local authorities.

BACKGROUND INFORMATION:

IREP is a pioneering programme designed to alleviate poverty, improve the livelihoods of Iraqis and mitigate and prevent crisis. The living conditions of Internally Displaced Persons were also addressed, while women's involvement has featured significantly in many programme activities. It brings those involved closer to the concerns of the communities that foster reconciliation and harmonization among the diverse groups. Along with the Iraqi implementing partners, IREP has involved international and national NGOs for several sub-projects. The total budget currently is \$41.56 million.

IMPLEMENTATION PARTNERS:

Government of Iraq (concerned ministries, local authorities and departments); local communities; the private sector, local civil society organizations; international NGOs; UNDP

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.B: Achieve full and productive employment and decent work for all, including women and young people

CONSTRAINT:

Lack of Infrastructure and Absence of Youth Employment Policy

Regional vocational training centres destroyed by conflicts and lack of training and counselling

Skills Development for the Reconstruction and Recovery of Kosovo (Phase I and II) supported the establishment of labour market institutions, including the Ministry of Labour, the Public Employment Service and a network of eight regional training institutions. It also focused on the development of a youth employment policy and action plan, as well as on the piloting of active labour market programmes targeting disadvantaged youth.

COMPONENTS:

- Establish a self-sustainable network of vocational training providers delivering competency-based modular training programmes in priority occupations;
- Strengthen the capacity of employment offices to provide vocational counselling, guidance and linkages with the labour market;
- Establish a framework for self-employment training and related measures;
- Strengthen youth employment policy development and coordination of the Ministry of Labour and Social Welfare (MLSW) along with other government agencies and civil society;
- Introduce and implement, together with government agencies and civil society, pilot programmes aimed at enhancing the employability of disadvantaged unemployed and underemployed youth as well as improving decent work opportunities for young people;
- Supported the inter-ministerial group on youth employment, consisting of representatives of the Ministry of Labour, Ministry of Education, Ministry of Youth and Sport, Ministry of Economy and Finance, Ministry of Trade, Ministry of Agriculture and the social partners.

RESULTS:

- The Provisional Institutions of Self-Government (PISG) of Kosovo formally endorsed the Kosovo Youth Employment Action Plan in December 2006. It is now a model for other countries in the region.
- The overall number of people who had participated in competency-based training courses within the framework of the programme totalled 13,926 individuals. Approximately 80 percent of people who received training subsequently found work.
- A set of Guidelines for Public Employment Services (PES) staff has been produced. All 164 counsellors and 50 registrars of the Kosovo employment services have been trained in counselling and guidance techniques. By the end of the initiative, trained staff of the employment service had counselled approximately 126,000 unemployed.
- Four Regional Vocational Training Centres (in Pristina, Peja, Gjakova and Prizren), destroyed by the conflict, were refurbished and provided with modern equipment to deliver training programmes to unemployed adults in priority occupations, according to the ILO competency-based modular approach.
- The competency-based training methodology was mainstreamed into the network of government as well as private providers that partnered with the Ministry. The training material for 27 priority occupations produced by trainers was collected, systematized and published for daily use in the training centres.
- By September 2007, 1,953 individuals had participated in programmes on self-employment that lasted an average of three months, subsequently producing a business plan. These courses had been delivered by self-employment trainers, who were supported in making contact with advisory services and microcredit institutions.

KEY ELEMENTS OF SUCCESS:

- A clear vision and mission, and realistic and coherent intervention logic.



- The adopted implementation approach allowed flexibility and retained its relevance to the country's rapidly changing needs.
- Placing capacity and institution building at the forefront of implementation guaranteed sustainability and helped in planning exit strategies and modalities that strengthened the sustainability of outcomes.
- The combination of education, training and employment in a coherent whole was another key feature of success. In addition, the achievements of the first phase allowed moving to more targeted and specific policy and programme priorities of the government and the social partners.

LESSONS LEARNED:

- The design of programmes that, through links with the world of work, simultaneously addressed labour supply and demand was essential to improving employment outcomes of participants.
- There is an added value of networks that link employment and training institutions and services. Such networks allow providing integrated services, fostering jobseekers' employability and ensuring that employment and training services are targeted to the needs of individuals and to the requirements of the labour market. They also help design measures that respond to labour market requirements as well as to the needs of disadvantaged groups.
- The importance of enlisting the knowledge and expertise of employment and training institutions. Investment in human resources development – the underpinning strategy of the programme – enabled trained staff and institutions to quickly adapt the provision of effective services to changing labour market needs.
- The availability of broad packages of training and employment services enhanced jobseekers' employability and broadened the avenue of labour market opportunities.
- Methodologies and tools need to be context-related and locally owned.
- International staff 'advising' rather than 'doing' is a key for replicating and expanding knowledge and services. Such an approach promoted ownership, increased local knowledge and capacity through learning-by-doing approaches and enhanced the longer-term impact of the assistance.

BACKGROUND INFORMATION:

The reconstruction and recovery of Kosovo were essential to lasting peace and stability. To maximize the effect of reconstruction and recovery programmes on employment, a provision was made for integrating demand-driven, employment-oriented training into the overall recovery strategy. The aim was to tackle the depleted stock of human capital inherited from the previous decade, during which stronger demographic pressures, a low skills-base, and strategies favouring low employment-absorbing sectors led to Kosovo to have the lowest employment levels of any country of former Yugoslavia. The support has evolved into strengthening of the capacity of labour market institutions and the social partners to tackle the youth employment challenge. Technical assistance was provided in the design, monitoring, and evaluation of youth employment policies and programmes, as well as in the pilot-implementation of active labour market measures targeting disadvantaged youth. The initiative established an employment and training fund that sponsored a number of school-to-work transition programmes (apprenticeships, internships, and in-company training) as well as wage- and self-employment measures.

IMPLEMENTATION PARTNERS:

International Labour Office; Ministry of Labour and Social Welfare of Kosovo, Employment Department

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.B: Achieve full and productive employment and decent work for all, including women and young people

CONSTRAINT:

Lack of Compliance with Labour Standards and Weak Monitoring Mechanism

Lack of enforcement and monitoring of compliance with decent work standards in the supply chain of international buyers

Better Factories Cambodia (BFC) aims at reducing poverty through expanding decent work opportunities in the apparel export industry and supporting the monitoring of and reporting on working conditions according to national and international labour standards. The BFC also support factories in remediation and training to improve their working conditions and productivity.

COMPONENTS:

- Support the assessment of labour standard compliance. The monitors' checklist of nearly 500 items is based on the Cambodian Labour Law and international ILO standards;
- Provide concrete suggestions on child labour, freedom of association, employee contracts, wages, working hours, workplace facilities, noise control and machine safety;
- Provide semi-annual synthesis reports, highlighting compliance trends, employment figures for the garment industry and working conditions progress;
- Provide various constructive means of intervention for the improvement of working conditions at the factory level, including offering intensive training and a good practice sheets;
- Develop a world-first information management system (IMS) for monitoring and reporting on working conditions. It constitutes a computerized system for collecting, storing and analyzing data by streamlining and integrating the data collected during factory monitoring visits on working conditions.

RESULTS:

- Improved working conditions and compliance with international labour standards in the Cambodian export garment industry, in particular by mitigating the vulnerability of female workers.
- 258 garment export factories were targeted with 2,200 factory visits.
- Contributed to the growth of the Cambodian industry after the expiration of the Multi-Fibre Agreement (MFA).
- Improved the reputation of the Cambodian garment industry as an ethical sourcing place.
- Based on BFC's regular monitoring reports, BFC observes that nearly all the factories assessed are now paying correct wages and overtime rates, while 97 percent offer paid annual leave and 90 percent accept that overtime should be voluntary.
- The Cambodia experience has led to the replication of this model into an international programme called 'Better Work', which has activities in Vietnam, Jordan and Haiti and is expanding in other regions and countries.

KEY ELEMENTS OF SUCCESS:

- The training focuses on both boosting productivity and improving working conditions through worker involvement. The topics cover such things as workplace co-operation and dispute resolution, occupational health and safety, working conditions, globalisation and change processes. Training is conducted in Khmer, Chinese and English.
- The support received from relevant international brands was critical to success.
- The creation of a trade agreement that provided positive market access incentives as a reward for improved labour conditions.
- Flexible design of the programme that accommodated evolving needs of the industry and addressed key stakeholder concerns.

LESSONS LEARNED:

- Messages should be clear that improvements in working conditions and wages move together and



do not have to compromise profitability.

- Empirical results support the idea that the goals of workers, suppliers, and buyers are not necessarily conflicting and can be complementary.
- It is crucial to build the capacity of buyers to support positive compliance and of worker and employer organizations to implement workplace improvements in target areas of labour law.
- The capacity of labour inspectors to enforce relevant laws and regulations was a key element of the monitoring process.
- It is important to place initiatives like this in a broader framework of development strategies and goals such as Decent Work Country Programmes. For example, Better Factories was one element of a longer programme that allowed trade union growth and addressed the Cambodian industrial relations system.

BACKGROUND INFORMATION:

Cambodia is one of the least developed countries in the world. It entered the modern global economy late, partly because of civil strife from the 1960s through the 1980s. As the country stabilized in the 1990s, it sought to make up for lost time in its economic development. One important strategy aimed to transform a handful of state-owned textile and apparel factories into an export industry and to attract new foreign direct investment to the sector in order to earn hard foreign currency and to create jobs for the underemployed.

For a decade, garments, tourism, construction and agriculture were the economic drivers in Cambodia. Continued growth in these sectors and others is critical in order to absorb the roughly 250,000 Cambodians entering the workforce annually and to deal with an estimated underemployment rate of 30-40 percent. The garment industry has grown from a total of \$27 million in 1995 to \$2.7 billion in 2007 – a hundred-fold increase, and employs nearly 300,000 workers, who are predominantly female (90 percent), in approximately 300 factories. Most of the workers come from the countryside at a young age and have relatively low levels of education. Workers earn up to a \$100 a month with overtime and bonuses. Typically, they remit a part of their salaries to their families and retain only a very small remainder for their upkeep and everyday needs. The annual cost of the programme per worker was \$2.33. BFC's annual budget has increased to approximately \$1.2 million per year.

Like the garment industry, the labour union movement, with only a decade of experience, is new. Twenty-eight labour federations operate in the garment sector alone, with over thirty-five federations operating in all economic sectors, organized into several larger confederations. Labour-management relations have often been difficult, marked by a high number of strikes, most of them illegal by Cambodian labour law.

IMPLEMENTATION PARTNERS:

Government of Cambodia; Garment Manufacturers' Association in Cambodia (GMAC); trade unions; United States government. Contributions were also received from *Agence Française de Développement* (AFD); *Agencia Española de Cooperación Internacional y Desarrollo*; GAP Foundation Inc.; International buyers and garment factories; New Zealand's International Aid & Development Agency (NZAID); The Government of The Netherlands; The Spanish MDG-Fund; trade unions; and the World Bank

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.B: Achieve full and productive employment and decent work for all, including women and young people

CONSTRAINT:

Ineffective Local Governance in Multiethnic Communities

Inefficient delivery of public services by local government structures

Bosnia and Herzegovina's Upper Drina Regional Development (UDRDP) programme promotes the socio-economic recovery of multiethnic communities by providing greater access to employment and high-quality, needs-based public service through strengthening local government structures.

COMPONENTS:

- Strengthen municipal governments through training, thereby creating more customer-oriented, efficient, effective, transparent and accountable local administrations serving all citizens equally;
- Strengthen capacities of Civil Society Organizations (CSOs) to mitigate and lobby for local needs, especially for the most vulnerable members of communities;
- Conduct detailed analyses of the business sector and planning of various grant-based financial instruments to encourage responsible lending and borrowing in the microcredit sector;
- Conduct cluster and value-chain assessments in areas with growth potential (forestry, metalwork, tourism, agriculture);
- Improve business development services;
- Introduce a 'backward fiscal tax incentive' scheme to encourage good fiscal management by businesses;
- Extend services provided to sheep farmers;
- Partner with existing microfinance organizations to provide credit to entrepreneurs;
- Improve delivery and access to public infrastructure and utilities.

RESULTS:

- Increased citizens' participation in decision-making and the conduct of public affairs.
- NGOs received training to undertake poverty assessment surveys, providing important insights into the composition, activities and opinions of local communities and the wider population.
- Delivered financial education to 3,766 citizens, including youth.
- Over 6,000 citizens sensitized to HIV and 1,690 citizens to tuberculosis prevention and general health.
- Pilot support to SMEs was provided through 'backward fiscal tax incentives' to businesses demonstrating sound fiscal management and compliance with the regulatory environment. As a result, 23 new jobs were created and 209 existing jobs were secured.
- Grants were allocated to returnees and other vulnerable groups to start businesses. 25 sheep demonstration farms were established with technical assistance, supporting 698 sheep farmers, including 225 female-headed households. Equipment was provided to sheep farmer associations.
- Water supply networks were rehabilitated and constructed in 6 localities and rural water supply networks and related facilities were established at 12 locations. According to a small survey conducted in focus groups, the access to daily water supply increased by 28 percent (24-hour coverage: Summer 2007, 47 percent; Summer 2009, 77 percent).

KEY ELEMENTS OF SUCCESS:

- A strong and well-motivated team committed to the key rights-based principles of accountability, participation, non-discrimination and rule of law.
- The programme conducted three poverty assessment household surveys to provide a better understanding of region poverty, enabling sound conclusions about living standards.
- Transfer of skills and know-how and close mentoring with officials have brought modern management techniques for planning, tendering and improved budgeting to the municipalities for the first time.
- The comprehensive contacts made by the programme with *mjesne zajednice* (MZs) are an important factor in linking local communities with public officials and giving them a voice in municipal governance.

LESSONS LEARNED:

- Establishing social trust is an important prerequisite for effective participation of organizations, stakeholders, CSOs and beneficiaries. Doing so will improve the quality and substance of community involvement.
- Visibility is necessary in order to involve citizens in the programme. UDRDP developed mechanisms to ensure visibility of activities, including media coverage, newsletters and focus groups to inform citizens.
- An effective and participatory monitoring mechanism with realistic indicators is a key to the success of a programme. Not only is it important for implementation and internal assessment, but also allows citizens access to tangible results. Repeated field visits and contacting beneficiaries is an effective monitoring tool.
- A participatory approach is vital for the success of a programme. This approach leads to empowerment and an increase in programme effectiveness, efficiency and cost sharing. Lessons learned regarding social trust and beneficiary acceptance occurred within the framework of community participation.
- Partnership leads to empowerment: focus should be given not only to how partnerships are developed between stakeholders and the programme, but also to how stakeholders can themselves develop partnership opportunities for mutual gain outside and following their partnerships with UDRDP.
- Capitalizing on regional beneficiary resources and knowledge improves sustainability.
- Informed decision-making is integral to developing institutional capacity. Beneficiaries need to be fully aware of the goals of their involvement; otherwise, their ability to absorb knowledge and skills will be limited.
- Needs-based gender assessments increase women's participation in the programme. For initiatives to be engendered, an understanding of the different needs of women and men, and having those needs reflected in activities, is essential.
- A comprehensive value chain approach to economic development promotes entrepreneurship more effectively than a sector approach.
- Beneficiary organizations viewed infrastructure as the most important element of the programme.

BACKGROUND INFORMATION:

The implementation of the programme is grounded in experience gained from UNDP's successful Srebrenica Regional Recovery Programme (SRRP), RMAP and SUTRA. Management and governance of the programme adopts participatory methods and a rights-based approach. Interventions also seek to bring together the efforts of other relevant UN Agencies. The programme builds a strong partnership with the selected NGOs to deliver: (i) surveys and monitoring; (ii) a financial education programme; and (iii) HIV and AIDS health information awareness. Numerous countrywide benefits can accrue from improved political and social cohesion in BiH's most politically charged region. This \$7 million programme is funded by the Government of the Netherlands (\$5.5 million) and the Government of the Republika Srpska (\$1.5 million).

IMPLEMENTATION PARTNERS:

Municipalities of Foča, Čajniče, Novo-Goražde, Kalinovik in the Republika Srpska (RS) and Goražde, Foča-Ustikolina in the Federation (FBiH); UNDP

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.B: Achieve full and productive employment and decent work for all, including women and young people

CONSTRAINT:

Lack of Awareness and Capacity to Develop Tourism Potential

Limited awareness of and community support for the economic benefits of maximizing tourism potential tapping on cultural and natural endowments; limited capacities to market and cultivate tourism

Ethiopia's Konso Community Tourism initiative aims to increase the benefits of sustainable tourism on local economies. The project envisages Konso as a major destination for culture-based and rural tourism in Ethiopia, a destination in which the local community provides visitors many experiences.

COMPONENTS:

- Build capacities among public and private sector stakeholders to develop and manage Konso district as a key tourist destination in Ethiopia;
- Ensure that the extent and type of tourist activity in the Konso villages are approved and shaped by the communities themselves and that they are aware of how to maximize benefits from tourism;
- Establish a clear and fair process for collecting fees from visitors and distributing them to the villages;
- Establish a set of different products, experiences and itineraries in Konso from which tour operators and individual tourists can choose;
- Market Konso as a key tourist destination in Ethiopia and to promote the new products developed.

RESULTS:

- The number of international tourists in Konso increased by over 100 percent in three years (from 1,833 in 2006 to 4,354 in 2009).
- A community development fee paid by tourists was introduced that raised \$7,000 in 2007 and \$26,500 in 2009. These funds are reinvested in community development projects in the district.
- 13 local guides were trained and took tourists around the district.
- Three villagers developed campsites, and several villages generated income from tourism through selling meals, drinks and handicrafts or providing home stays.

KEY ELEMENTS OF SUCCESS:

- Robust involvement of the local government in organizing meetings to raise awareness and to motivate local people to sell products and services to tourists, as well as the government's commitment to use the district fee for community development.
- Supporting an 'organized stakeholder platform', that helped to solve questions such as how to introduce a recognized category of 'local' guide with appropriate training and certification.
- Commitment and support by policy-makers and operational staff through experience-sharing visits to best practice projects within Ethiopia and abroad (Tanzania).
- The capacities built among government officials for sustainable tourism gave them the skills to help guide the sustainable development of tourism in Konso, which generated more income for local communities.

LESSONS LEARNED:

- Build commitment and support: nothing will be achieved unless policy-makers and operational staff believe in it. If they are not committed, they will not spend the extra time needed to change the status quo or to make trade-offs. Building commitment was done via: visits letting officials experience for themselves how pro-poor approaches work; training to raise their awareness and skills; linking Pro-Poor Tourism (PPT) to wider objectives by showing how PPT measures help them meet their own goals, such as for boosting arrivals, revenue and showing its political

relevance (how the approach fits with national political priorities, such as its relation to poverty, or specific deprived areas); and making it easier by providing tools, examples and funds by donors.

- Raising awareness of tourism development among communities and enabling them to sell goods and services to tourists can significantly improve the interaction between tourists and host communities. By actively informing and involving tour operators, tourists' interest and willingness to purchase goods and services from local people increase significantly.

BACKGROUND INFORMATION:

The programme organized meetings to raise awareness about the development of tourism in the local villages, with participation from over 15,000 community members. Following the meetings, several villagers took the initiative to sell products and services to tourists, and received advice and sometimes small subsidies from the programme. In consultation with the provincial government, it was agreed that 70 percent of the district fee paid by tourists visiting Konso would be used for community development purposes in the district rather than be transferred to the provincial government, as was the case until 2007. Thanks to the meetings to raise awareness, the villagers and the tours organized by trained local guides started to earn income from tourism, and tourist harassment in the area stopped and became a relationship based on mutual understanding and respect.

A tourist information centre was built at a central location in the district capital, marketing materials including a website were developed, and tour operators were vigorously lobbied to include Konso and the newly developed excursions and products in their itineraries of trips to southern Ethiopia.

Training in sustainable tourism and destination management was provided to government officials and selected managers of tourism enterprises to build capacities to develop and manage tourism sustainably in Konso. The programme ran from mid-2007 until the end of 2009 and had a total budget of \$80,000.

IMPLEMENTATION PARTNERS:

The programme was executed by the local government (Konso Special Woreda), with the central government (Ministry of Culture and Tourism) participating in the steering committee.

UNWTO, SNV Ethiopia tourism advisors

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ERADICATE
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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.B: Achieve full and productive employment and decent work for all, including women and young people

CONSTRAINT:

Lack of Measures to Promote Youth Employment in a Post-Conflict Country

Lack of policies, access to adequate skill-building and employment services to promote youth employment

Liberia's UN Joint Programme on Youth Employment and Empowerment aims to contribute to sustainable development and national peace consolidation through increased decent and productive employment and empowerment of young women and men in Liberia. This will be done by supporting skills training for youth, facilitating the transition of young people to employment, and building capacities of authorities to support the participation of youth in development.

COMPONENTS:

- Develop capacities of the Ministry of Youth and Sports, youth groups and key civil society groups to ensure that the needs of youth are not only mainstreamed into national Poverty Reduction Strategies, national employment legislation and policies, but also adequately implemented;
- Support the reform of the Technical and Vocational Education and Training (TVET) system, providing entrepreneurship, vocational, leadership and life skills training, and support the upgrading of informal apprenticeships. Training programmes should be targeted to address the specific needs of adolescent girls who are largely marginalized in accessing training, jobs and empowerment opportunities;
- Establish employment service centres that will compile data and disseminate information on jobs, training needs and opportunities for youth;
- Support the provision of youth centre-based services in areas such as counselling, leadership, peace building and sexual and reproductive health;
- Develop the capacities of business development services to provide direct support to youth engaged in the informal economy and support the start-up of micro and small enterprises.

RESULTS:

- Increased coordination among four government ministries supported by six UN agencies and the UN Mission.
- The government has declared its intention to have all initiatives (including those being undertaken by NGOs) targeting youth be implemented through the Joint Programme in order to achieve coordination and coherence in supporting youth employment.

KEY ELEMENTS OF SUCCESS:

- Government leadership and ownership: the Government of Liberia, through the Ministry of Youth and Sports, has played a very significant role in the programme. The involvement of the Federation of Liberian Youths and various local communities has further improved programme implementation.
- The UN's resolve to pool resources, to cooperate and to contribute to efforts to address a national priority, 'Youth Employment and Empowerment', through the Joint Programme approach.

LESSONS LEARNED:

- The Joint Programme has placed new demands on the human resources of participating UN agencies and government partners; this has revealed some capacity gaps. Future initiatives should therefore better heed the capacity needs of the implementing partners, be those needs institutional or human, and build strategies to address them.

BACKGROUND INFORMATION:

This programme aims to promote sustainable and peaceful economic recovery and development by empowering and promoting the employability of young men and women. The Government of Liberia has prioritized employment generation in its Poverty Reduction Strategy as a means of reducing

poverty and firmly placed it in the centre of both public and private sector growth. Liberia's youth need to be empowered to participate in this process.

Given the constraints and enormous pressure on the government to deliver, multilateral and bilateral agencies have endeavoured to ensure that their programmes are better coordinated, more focused, and better aligned with national priorities. A joint UN-GOL programme for youth would better enable a harmonized, holistic approach through the mutual reinforcement that combined expertise would provide.

Empowering youth through life skills that encourage social cohesion, vocational training and employment support services to become productive citizens and bread-winners is the vehicle for sustained peace and security in Liberia. If given the opportunity, the youth of Liberia could contribute significantly to the country's reconstruction and could make the most of emerging opportunities. The JPYEE is the holistic and integrated approach through which the UN seeks to support the Government of Liberia toward this end. The Joint Programme will run for three years and has an estimated budget of \$27,000,000

IMPLEMENTATION PARTNERS:

Government of Liberia, including the Ministry of Youth and Sports, the Ministry of Education, the Ministry of Labour, and the Ministry of Gender and Development
ILO, UNDP, UNICEF, UNFPA, WB, UNESCO, UN Mission in Liberia (UNMIL)

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**ERADICATE
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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.C: Halve, between 1990 and 2015, the proportion of people who suffer from Hunger

CONSTRAINT:

Ineffective Policy Enforcement and Implementation

Lack of effective channels for small producers to address unenforced property rights, lack of competition in agricultural service markets and agricultural debt undermining productivity, equitable growth & secure livelihoods

Tajikistan's Enhancing Agricultural Governance enables participatory decision-making among farmers and increases their voice in national policy-making by strengthening farmers' associations and their links to policy-making institutions.

COMPONENTS:

- Managerial and administrative capacity of the Association of Dehkan (Peasant) Farms enhanced and strategic plans developed that respond to the needs of small farmers (men and women);
- Private farmer independence from current suppliers increased and male and female farmers make decisions as independent entrepreneurs;
- Ties strengthened among national policy-making institutions, local Association of Dehkan Farms and small farms (female and male headed);
- Information and Communication Strategy ensured that farm members, particularly women, fully understand the implication of debt restructuring and enter into the process voluntarily with full disclosure of vital information.

RESULTS:

- Enhanced capacity of local Dehkan farmers' associations to promote common interests, inform members about reform and increase farmers' influence on the reform process through training.
- Increased farmers' independence from powerful local economic actors by creating alternative channels to access agricultural service markets, principally through local farmers' associations.
- Improved institutional ties and communication between policy-making institutions and local farmers by facilitating an exchange between civil society and government institutions on one hand and with the National Association of Dehkan Farms on the other hand.
- The productivity of Dehkan farms increased by 20 percent on average among Dehkan farms that integrated into the association.

KEY ELEMENTS OF SUCCESS:

- The initiative was able to integrate Dehkan farms into the Association and register the association with the Justice Department as a public organization. As a result, Dehkan farms gained confidence in their strength and power once united as an association.
- Capacity of Dehkan Farms was built through several training sessions on institutional advocacy, bookkeeping, databases and extension services.
- Dehkan farms became free from local powerful investors through the creation of tool banks under the National Association of Dehkan Farms.
- Dehkan farms obtain reliable and timely information about the process of agricultural reform sector and can influence that process through the National Association of Dehkan Farms.

LESSONS LEARNED:

- Associations of Dehkan Farms (ADF) are the new attraction in agriculture in Tajikistan.
- ADFs are able to unite Dehkan farms and promote their voice at the national level.
- ADFs manage the issues and problems raised within ADFs well.
- Toolbanks are ideal for providing agricultural inputs and machinery to Dehkan farms.
- ADFs are effective partners of jamoat (sub-district) authorities and can be a model for agricultural development.
- Round tables, conferences and trainings on Government Resolution 111, "On approval of a plan of measures for cotton farm debt resolution in the Republic of Tajikistan for 2007–2009" through

development and implementation of a communication strategy are the ideal steps to inform farmers so they can take steps to ensure their voices are heard.

BACKGROUND INFORMATION:

The current process of agrarian reform in Tajikistan provides an invaluable opportunity for government and donors to address significant challenges in the governance of the agricultural sector. Unenforced property rights, lack of competition in agricultural service markets and agricultural debt have undermined agricultural productivity and equitable growth, with severe consequences for the livelihoods of rural farmers. At the heart of these issues is the underlying framework of governance, particularly small producers' lack of opportunities for participation and the need for a national policy better tailored to their interests. The initiative promoted farmer participation in agricultural governance by strengthening local farmers' associations, enabling them to facilitate access to agricultural service markets and improving their links with the national farmers' association and central policy-making institutions.

The programme had four outputs and continued for two years with a budget of \$1,063,560.

IMPLEMENTATION PARTNERS:

Ministry of Agriculture of Tajikistan

National Association of Dehkan Farms of Tajikistan

Jamoat Recourse Center Sayod of Shahritus District, Tajikistan

Water User Associations of Jamoat Gulshan-Farkhor District and Sayod Jamoat-Shahritus District

Association of Dehkan Farms of Jamoat Gulshan-Farkhor District and Sayod Jamoat-Shahritus District

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.C: Halve, between 1990 and 2015, the proportion of people who suffer from Hunger

CONSTRAINT:

Low Agricultural Productivity and Diversification

Low soil fertility, lack of access to (and high cost of) technologies like improved germplasm and fertilizers, and lack of access to extension on improved management and post-harvest practices

The Millennium Village Project's Integrated Agriculture Initiative, implemented in **10 African countries**,²¹ offers a bold, innovative model for helping rural African communities lift themselves out of extreme poverty and reach the eight Millennium Development Goals (MDGs) through community-led development. It was implemented in 14 sites, among the most impoverished areas of rural Africa, and new Millennium Villages (MVs) have recently developed in five additional African countries.²² Approximately 5,000 people live in each Millennium Village; the project currently works with nearly 500,000 villagers throughout rural Africa.

RESULTS:

- Major improvement in the production of staple crops across all sites and average harvests in all clusters have tripled.
- Apart from increasing staple crop production and meeting calorific needs, communities need diverse crops and livestock for nutritional security, income generation, and adaptability to change. Various diversification interventions have been undertaken in all clusters, ranging from high-value crops (fruits and vegetables) to livestock (small ruminants and poultry) to nutrient-rich crops (like orange-fleshed sweet potato and indigenous leafy greens).
- Most sites have community gardens, school gardens, and home gardens. These can promote better diet for the household and generate income for women.
- Most sites have tried to improve markets for staple crops. This includes linking farmers to buyers through expanded transportation networks (as with the case of bananas in Ruhiira) and constructing community storage facilities to hold produce while waiting for more favourable market prices (such as for maize in Mwandama, rice in Tiby and onion in Potou).
- Most sites are undertaking measures to reduce post-harvest losses. They include training farmers in post-harvest management and storage at community cereal banks.

KEY ELEMENTS OF SUCCESS:

- Millennium Villages are located in 12 different agro-ecological zones, which are representative of 90 percent of all agricultural production and 93 percent of all agricultural land area in Africa.
- The community-based approach involves the community in the design, implementation and monitoring of interventions, so that interventions are community-owned.
- The comprehensive approach takes advantage of cross-sector synergies. For instance, farmers pay back a portion of their loans for inputs by giving to a school-feeding programme, which increases enrolment and performance of students in primary school and improves students' nutrition.
- Capacity development within the community has helped to establish village organizations, share costs of equipment, and to develop organized systems to sell products to more distant markets.
- Business development, such as small-scale processing and facilitating the marketing of cash crops, is essential.
- Interventions must address all factors that influence production: inputs, extension services and training for good management practices.
- A close partnership with national and sub-national government and development institutions on implementation from the beginning ensures the development of capacity for eventual scale-up of the project model.
- Systematic monitoring and evaluation provide data for an evidence-based approach to development. Documentation of the implementation process identifies advantageous and disadvantageous factors.

21 Ethiopia, Ghana, Kenya, Malawi, Mali, Nigeria, Rwanda, Senegal, Tanzania, and Uganda

22 Madagascar, Mozambique, Liberia, Cameroon, and Benin

LESSONS LEARNED:

- Promotion of integrated soil fertility management (improved fallows, green manures, etc.) requires incentives for production of organic inputs.
- Water management must be a component of improving agricultural productivity; small-scale irrigation and water harvesting have not been supported, but prove to be very expensive and therefore remain only at a low scale.
- Functional, two-way communication channels that reach all actors are critical to accelerate and sustain the success of agricultural interventions.

BACKGROUND INFORMATION:

According to the Millennium Villages Project model, the budget for the agriculture sector is approximately 15 percent of each site's budget, or approximately \$16.50 per person per year. The priorities in this sector are increasing and sustaining agricultural production, reducing malnutrition, and generating income from agricultural activities. The primary outputs are increased production per unit area, in area cultivated, and crop diversification.

In the short term, interventions, which include a package of technologies, including superior-quality seeds, agronomic practices (such as integrated soil fertility management and soil conservation measures) and post-harvest handling, must be determined in consultation with the communities and with agricultural experts in each site. In the medium and longer terms, a package of services, including timely supply of improved seeds of staple and cash crops, diversified livestock and vegetables, fertilizers, water, credit, and training, and the establishment and strengthening of village farmer organizations are crucial for the economic viability of agriculture in these communities. This vision also requires a package of public policies, including input and output pricing, stockpiling grain reserves and strengthening rural technological infrastructure.

IMPLEMENTATION PARTNERS:

Governments; national agriculture institutions; Consultative Group on International Agricultural Research centers/CGIAR (International Center for Research in Agroforestry/ICRAF; International Institute of Tropical Agriculture/IITA, International Crops Research Institute for the Semi-Arid Tropics/ICRISAT/Centro Internacional de la Pap/CIP); United Nations Development Programme (UNDP); Alliance for a Green Revolution in Africa (AGRA); Mosaic; Agrium

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.C: Halve, between 1990 and 2015, the proportion of people who suffer from Hunger

CONSTRAINT:

Unreliable Water Supply among Smallholder Farmers

Limited knowledge of small scale irrigation technologies to secure the production of food and horticulture crops

Burkina Faso, Mali and Niger's Small Scale Irrigation Schemes initiative introduced small-scale irrigation technologies to stabilize water supply for small-scale farmers to secure their production of food and horticulture crops.

RESULTS:

- Participating farmers have increased area under production, crop yields and revenues with quarterly net benefits of around \$2,000 to \$3,000.
- The results of the projects have led the national government either to develop a national small-scale irrigation programme (Burkina Faso) or to emphasize small-scale irrigation in national agricultural development programmes (Mali and Niger).
- 10,000 to 15,000 small farmers in each country were direct beneficiaries, with the number of indirect beneficiaries estimated at 20,000 to 35,000 per country.

KEY ELEMENTS OF SUCCESS:

- Strong government commitment.
- Participatory approach.
- Utilizing appropriate, inexpensive technology that small rural farmers can manage locally.

LESSONS LEARNED:

- Securing production against climatic vagaries leads farmers to invest in agriculture, as production is more secure.
- Inexpensive performing technologies are more easily adopted by small farmers with limited knowledge and assets.
- Individual rather than community ownership of the scheme promoted its adoption.
- The technology is readily replicable and has been adopted by many farmers in neighbouring villages.

BACKGROUND INFORMATION:

The initiative seeks to demonstrate that food security can be improved at both household and national levels by stabilizing water supply for small-scale farmers; such stabilization allows farmers to secure production of food and horticultural crops. This can be done by introducing adapted small-scale irrigation technologies for suitable crops.

The small-scale irrigation schemes typically involved shallow wells and drilled wells equipped with pedal pumps and motor pumps to provide underground water for distribution through small channels and pipes to farmers' fields for irrigation, particularly during the dry season. The budget ranged from \$0.9 million in Niger to \$1 million in Burkina Faso and Mali.

IMPLEMENTATION PARTNERS:

Funding by national government budgets

FAO (through its Technical Cooperation Programme (TCP) and its Government Cooperation Programme (GCP) with Netherlands-Libya (GCP) and IsDB-ADB (UTF)

World Bank, Canada, UNDP

Technical assistance by FAO services and by experts/technicians of Morocco-China within the framework of FAO South-South Cooperation Programme (SSC)

Monaco-Switzerland-Netherlands

UEMOA, a regional organization

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.C: Halve, between 1990 and 2015, the proportion of people who suffer from Hunger

CONSTRAINT:

Use of Inappropriate Agricultural Practices; Disinterest among Private Banks to Invest in Smallholder Agriculture

Lack of access to sufficient services (extension, credit, health & nutrition education), food, marketing resources and technical knowledge to increase agricultural productivity, diversification and sustainable use of natural resources

Nigeria's Village-by-Village Food Security Programme implemented a National Programme for Food Security strategy, prioritizing agriculture and asset-creation for the poor and introducing local investments on a national scale to improve household food security. These investments include extending a technical package of adapted agricultural technologies and credit to increase agricultural productivity, diversification and sustainable use of natural resources. It also improved the access to and availability of food and increased the income of farmers through more efficient marketing support.

COMPONENTS:

- Food security;
- Aquaculture and inland fisheries;
- Animal diseases and trans-boundary pest control;
- Marketing of agricultural commodities and food stock management;
- Soil fertility initiative.

RESULTS:

- Various assessments from the first phase have highlighted its benefits. Locally, standards of living of participating farmers have improved because of significant increases in farm income and productivity. The average income of participating farmers increased about 50 percent; the number of households having less than 3 meals a day decreased by about 40 percent.
- At the meso level, the capability of local government and other service providers to reach out to farming households has improved. For instance, some local governments decided to extend coverage of the programme to additional sites with their own support.
- According to the Minister of Agriculture and Rural Development, the NPFS has contributed to the 7 percent growth rate of the agricultural sector over the last three years at the macro level.
- The programme, which started with a pilot phase in 3 sites covering 4,000 households, is now reaching out to 785,000 food insecure households.

KEY ELEMENTS OF SUCCESS:

- Sustained high-level commitment at all levels (Federal, State and Local Government Area – LGA).
- Participatory approach at all phases of the cycle.
- Decentralized implementation strategy making efficient use of NFRA staff at the regional level, ADP managers at State levels, and staff at LGA and site level.
- Extending a technical package that includes appropriate and adapted technologies (i.e., inexpensive and manageable by smallholder producers).
- Extensive use of several hundred Chinese technicians; involving the private sector (e.g., input dealers and private banks).

LESSONS LEARNED:

- Major impact requires political commitment at the highest level.
- National and local ownership are essential for sustainability.
- Any food security strategy that aspires to eradicate hunger needs to incorporate at least the following elements:
 - focus on the poor;
 - priority accorded to agriculture and asset-creation for the poor;

- nationwide investment and adoption of a cross-sectoral approach; conducive policies and institutional arrangements.

BACKGROUND INFORMATION:

In Nigeria, the government, with technical assistance support from FAO, is implementing a National Programme for Food Security (NPFS) in support of MDG 1. This is a food security strategy that gives priority to agriculture and asset-creation for the poor and makes local investments on a national scale, starting from initial production and demonstration sites and gradually extending to the entire country. The NPFS budget is \$365 million for 5 years or \$84 per household per year. The programme has been in operation for 5 years and has recently been extended for another 5 years. It is establishing production and demonstration sites in 327 Local Government Areas and combines actions on:

- improving household food security and incomes through increases in productivity, diversification and sustainable use of natural resources;
- enhancing food security of consumers through improved access to and availability of food and
- increasing income of producers through more efficient marketing;
- enhancing farmers' and consumers' access to support services such as extension, credit, nutrition and health education; and
- fostering participation of the poorer section of the rural population.

IMPLEMENTATION PARTNERS:

The programme is financed by: Federal, State and LGA budgets; international financing institutions, including the African Development Bank, Islamic Development Bank and Banque Arabe pour le Développement Economique en Afrique - BADEA - (Arab Bank for Economic Development in Africa). In addition, FAO is providing additional funding through individual TCPs or the TCP facility. The Government of China is contributing to the financing of the South-South Cooperation. Technical assistance and support services are provided by FAO, the main technical partner complemented by other organizations such as the World Agroforestry Centre, formerly the International Center for Research in Agro-forestry (ICRAF).

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.C: Halve, between 1990 and 2015, the proportion of people who suffer from Hunger

CONSTRAINT:

Lack of Food Security Surveillance and Early Warning System

Limitations in available tools required for better food security surveillance and early warning response

Cambodia's Vulnerability and Analysis Mapping: the Integrated Food Security and Humanitarian Phase Classification initiative aims to develop, implement and advocate for a commonly accepted, standardized tool for classifying food insecurity.

RESULTS:

- The Integrated Food Security and Humanitarian Phase Classification (IPC) exercise contributed to the development of the 2008-2010 Cambodia Protracted Relief and Recovery Operation. It also helped to further refine WFP's assistance in those areas with the highest levels of food insecurity. WFP used the results of the IPC exercise to determine the first stage of geographic targeting for its food assistance programmes in 2008-2010. WFP and cooperating partners conducted field visits to verify the IPC findings and to further refine the targeting criteria at the commune and village levels.
- In relation to the Food Security Atlas, which maps food insecurity and analyses its underlying causes, the recommendations for remedial actions that could be taken by WFP and/or other agencies were the most important and useful innovation introduced by the Integrated Food Security and Humanitarian Phase Classification.

KEY ELEMENTS OF SUCCESS:

- In the context of Cambodia, it is often difficult to bring stakeholders together to discuss food aid and related issues. Therefore, an important success of the programme was that it generated interest among a wider group of stakeholders than other food security initiatives. Part of the success may be attributed to the fact that stakeholders knew that the results would shape WFP's programmes in Cambodia.
- The Integrated Food Security and Humanitarian Phase Classification was implemented as an 'external' mission that validated the situation analysis through a consultative process. The final results therefore represented not only WFP's assessment, but also the official position of all stakeholders.

LESSONS LEARNED:

- It is important to strengthen the working relationship with the local government, including ensuring that government technical bodies, such as the food security working group, are included throughout the entire process and involving government technical research institutes.
- The core set of indicators at the global and regional levels should be integrated with context-specific indicators that are relevant in each country (such as the food poverty line). When choosing these indicators, it is very important to capture chronic food insecurity. However, the difficulty of using a standard set of food security indicators between countries, given the variability of the data available, is a major challenge.

BACKGROUND INFORMATION:

Under the Strengthening Emergency Needs Assessment Capacity initiative, WFP and FAO are closely cooperating with other partners to develop, implement and advocate a commonly accepted, standardized tool for classifying food insecurity. These efforts are based on the model of the Integrated Food Security and Humanitarian Phase Classification approach for situation analysis and early warning. This approach seeks to establish broad consensus among key stakeholders (e.g., governments, UN and NGO agencies, donors, the media, and target communities) on the current hunger severity and expected trends in a country's food security situation.

In February 2007, an Integrated Food Security and Humanitarian Phase Classification pilot was carried out in Cambodia. The pilot was part of an assessment that was to serve as the basis for the formulation of WFP Cambodia's Protracted Relief and Recovery Operation for 2008-2010.

IMPLEMENTATION PARTNERS:

Ministry of Agriculture, Forestry and Fisheries; National Institute of Statistics; Council for Agricultural and Rural Development; National Committee for Disaster Management; the Economic Institute of Cambodia; Cambodia Development Resource Institute; ECHO

UN Agencies: World Food Programme, Food and Agriculture Organization

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.C: Halve, between 1990 and 2015, the proportion of people who suffer from Hunger

CONSTRAINT:

Lack of Cross-Border Food Trade Monitoring System

Limitations in data on informal cross-border trade flows required to better allocate food aid and manage government food stocks

The Cross-Border Food Trade Monitoring System, implemented in four south-eastern countries in Africa, establishes a system to monitor previously unrecorded informal trade flows across the borders of **Malawi, Zambia, Mozambique and Zimbabwe** in order to incorporate improved trade data into the national Food Balance Sheets to better inform food aid allocations and to better manage national food stocks by governments. This data can also inform trade policy and procurement decisions, contribute to the design and targeting of agri-business development programmes and serve as an early warning indicator for crop production decisions in the coming season through tracking the import of agricultural inputs.

COMPONENTS:

- Cross-Border Food Trade Monitoring System developed;
- Monthly bulletin circulated among stakeholders in the region.

RESULTS:

- This information has had significant effects on both food aid allocations and the management of national stocks by government.
- Higher appreciation of the importance of informal food trade in meeting food shortages in deficit areas.
- Data from the system included in national Food Balance Sheets.
- Better estimations of food availability and access and of potential gaps that food aid could meet. This applies particularly to national Vulnerability Assessment Committee (VAC) and FAO/WFP Crop and Food Supply Assessment Mission (CFSAM) estimates.
- Better estimations of food availability to improve food security.

LESSONS LEARNED:

- The current monitoring system is capturing a greater proportion of the trade in Malawi compared to Zambia. Malawi benefits from a greater density of border monitoring points and a liberalized environment where there are few incentives to evade customs points. A crude estimate indicates that the monitoring system may be capturing two thirds of the previously unrecorded trade in Malawi and one third in Zambia. Both the policy environment and the density of border monitoring points will thus be important for the success of such an undertaking.
- The importance of developing clear definitions for what one is measuring has been emphasized throughout the programme. Different border monitors had different perceptions of what constituted 'informal' or 'unrecorded' trade. Comprehensive guidelines for border monitors should be developed.
- While the spread of information is effective, there are important opportunities to improve communication with government, parliamentarians and traders. An evaluation expressed a need for a shorter, less frequent bulletin complemented by better web access.
- WFP might not be the right body to run such a system in the long run. Several regional bodies, such as COMESA and SADC, have been contacted in order to discuss a possible takeover of the system. While WFP can play an important 'midwife' role for such projects, showing the need and feasibility of the activities, it is important at an early stage have national/regional partners ready to take over responsibility in order to secure sustainability.

BACKGROUND INFORMATION:

The Cross-Border Food Trade Monitoring System has been operating since July 2004. At a minimum, data on flows of maize, rice and beans, and the respective prices is collected at the border. This

information is analysed and disseminated through monthly bulletins and included in the website of the Regional Agriculture Trade Intelligence Network (RATIN). This covers the key borders of Malawi, Zambia, Mozambique and Zimbabwe. Responsibility for operating the system is divided between the regional WFP and FEWS NET offices, and FEWS NET Malawi.

The Cross-Border Trade Monitoring System has been set up as a very cost-effective system, delivering data on a monthly basis. The benefits of the programme have accrued not only to WFP, but also to national governments in the region, regional bodies, donor countries and other UN agencies such as FAO.

IMPLEMENTATION PARTNERS:

WFP and southern African governments

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.C: Halve, between 1990 and 2015, the proportion of people who suffer from Hunger

CONSTRAINT:

Use of Inappropriate Agricultural Practices among Smallholders

Limited knowledge of agricultural good practices to improve food security of rural smallholders

The Smallholder Productivity Improvement programme in eight African countries validates and disseminates agricultural good practices for raising smallholders' food production in order to build capacity for improving food security at the rural household and country levels in eight Sub-Saharan African countries (**Cameroon, Cape Verde, Ghana, Guinea, Malawi, Mauritania, Mozambique and Tanzania**).

RESULTS:

- The total number of beneficiaries is estimated to be 19,000 farmers, affecting a total of approximately 95,000 people. Indirect beneficiaries, including households of farmers who carried out programme activities spontaneously, are estimated to total about two third of direct beneficiaries, i.e., about 63,000 persons. The overall beneficiaries in the eight African countries assisted by AfDB are therefore estimated at 158,000 persons over an average of 5 years.
- The yield increases with improved technologies were significant almost everywhere, ranging from a minimum of 50 percent compared to farmers not benefiting from the programme activities, up to 4 times more, depending on the crops and the average yields without the programme. In Guinea, for instance, paddy production on programme sites increased four-fold.
- Increased crop and livestock yields have increased and stabilized beneficiaries' access to food at the household level and increased purchasing power. In Tanzania, increased productivity of rice and maize led to a decrease of seasonal household food shortages from 3 months to 1 month per year, and the income derived from diversification activities - including small livestock - enables farmers now to rely on other sources of income. There were similar results in Northern Ghana, where after conclusion of the initiative, participating farmers reported suffering fewer months of hunger than before: in some sites, hunger had completely disappeared and, in others, the 'lean period' had decreased from 3 months to 1 month.
- Diversification into cultivation of vegetables, small livestock and aquaculture has also improved diets in programme areas in Ghana, Malawi, and Mozambique and further stabilized access to food, since farmers are better able to manage production shortfalls in staple crops.
- The success of these technologies has led to their wider adoption. In Tanzania, the success with small livestock prompted the National Programme for Food Security to support the diversification of farm enterprises by providing improved breeds of small livestock, while a technical reference document was developed in Mauritania for extension agents based on technologies introduced through the SPFS.

KEY ELEMENTS OF SUCCESS:

- The implementation of focused Special Programme for Food Security (SPFS) initiatives financed by the African Development Bank (AfDB) in eight countries throughout Africa demonstrated a variety of best practices was at the poor household level.
- An important feature of the SPFS has been its extensive use of South-South Cooperation (SSC) as a vehicle through which developing countries can offer one other cost-effective technical assistance. The focus of SSC is deliberately on field-level activities, with technicians skilled in relevant fields working alongside national technical staff and farmers.

LESSONS LEARNED:

- Availability of validated good practices prompted African countries to formulate food security plans at the national level, which deal with the four dimensions of food security: increased food production at the household level, improved access for the most vulnerable groups, better nutrition education and long-term stability of food security.

BACKGROUND INFORMATION:

Special Programme for Food Security (SPFS) initiatives demonstrated a variety of best practices at the poor household level. These include: small scale irrigation schemes in Cameroon and Tanzania, diversification into small livestock in Tanzania, drip irrigation in Cape Verde, pedal pumps for vegetable production in Ghana, lowland development in Guinea, Farmer Field Schools in Malawi and Mozambique, strengthened farmer associations in Mauritania and aquaculture in Mozambique. With few exceptions, most of the technologies adopted by farmers were inexpensive. Unit costs per ha were lower than \$200 for pedal pumps in Ghana and about \$300/ha for lowland development in Guinea. Average programme cost was \$1 million per country.

IMPLEMENTATION PARTNERS:

Participating governments, AfDB, FAO

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.C: Halve, between 1990 and 2015, the proportion of people who suffer from Hunger

CONSTRAINT:

Instability of Local Food Production Systems

Slash-and-burn agriculture, coupled with high emigration, leading to low and unpredictable agricultural output

Honduras' Lempira Sur initiative aimed to increase food security through greater stability of local food production systems. Slash-and-burn agriculture practices coupled with high emigration led to an abandonment of traditional agriculture production areas. The wide adoption of a new agricultural technique developed by farmers, called the *quesungual* system, which is based on planting annual crops (maize, sorghum, beans) under an indigenous slash-and-mulch management system, contributed to the regeneration of natural resources and increased water retention.

RESULTS:

- The initiative contributed to a dramatic decline in burning, forest clearing and slash-and-burn agriculture along with adoption of agro-forestry and silvo-pastoral systems covering 10,000 hectares, as well as improvements in the natural resource base and significant increases in hillside crop productivity (an average of 2,000 families increased grain yields – beans 8 qqs/ha to 20 qqs/ha and maize 19 qqs/ha to 32 qqs/ha).
- The major effect on livelihood of the first phase was the large-scale adoption of hillside technologies for sustainable land use (improvement of soil quality, water retention capacity and reforestation) and an increase in grain production (increase in yields of beans and maize). Incomes were increased through diversification of income-generating activities and the creation of community banks.

KEY ELEMENTS OF SUCCESS:

- Long-term commitment to rural development and support to the action area allowed the building of a multi-disciplinary team of technical staff who adopted a learning approach for local process.
- Based on a strategy of the householders trying out the new ideas on their own fields and back yards, the initiative guaranteed technical assistance and inputs such as seeds, plants etc. Inputs were not free; they were provided at a cost and the money was used to create community savings groups so that accumulated capital could begin to create a culture of savings and investment based on local control and decision-making.
- Farmer-to farmer knowledge exchange.
- The methodology had a dual approach: there were productivity-oriented targets and governance-related ones.
- *Lempira Sur* successfully identified entry points for household improvements that benefited the entire community, including both the disadvantaged and the better-off. Including the better-off is strategically important to avoid the risk of sabotage.
- The initiative played a key role in promoting a bottom-up approach in the governance of the municipal chain, which strengthened the institutional set-up from the family and up toward the community. This was possible due to the creation of the CODECOs (*Consejo de Desarrollo Comunitario*), which was crucial for increasing the influence of local families over decision-making processes in their communities.

LESSONS LEARNED:

- Experience in Honduras has demonstrated that small hillside farmers will adopt new land use strategies that conserve soil and reduce landslide incidence if they can see that the changes will actually benefit them, will increase their food security, reduce their vulnerability, risks and costs and increase their productivity.
- The closer the institutions are to their users, the more effective they will be. For this reason, there needs to be a chain to connect the rural producers and their families with the communal (representational) institutions of their villages and, through them, with municipal decision-

making processes, regional inter-municipal associations, and ultimately with national associations of municipalities that will then be empowered to establish a dialogue among equals with central government decision-making bodies.

- Institutional strengthening at the family and community levels is essential for successful decentralization and environmental sustainability, food security and resilience in reducing local peoples' vulnerability to natural, economic and political shocks.
- Where social capital is in place, communities are well-positioned to respond to the crisis, both during the emergency post-disaster moments and during rehabilitation.
- Entry points that cut across social differentiation need to be identified with self-selecting income-generating projects for the most vulnerable persons to avoid being co-opted by the elites.
- *Lempira Sur* provides evidence that agro-forestry systems, designed to respond to the food insecurity of the rural poor, can also increase soil stability and greatly reduce the incidence of landslides even during extreme weather events. Interestingly, the reduction has been the result of changes in land use strategies that did not have landslide control as priority.

BACKGROUND INFORMATION:

The department of Lempira, located in the south-west of Honduras, is one of the poorest and most isolated regions of the country, with a population of 120,000. In the early 1990s, the situation in the region was worrisome, as 85 percent of the population lived below the poverty line, malnutrition was chronic and 80 percent practiced subsistence slash-and-burn agriculture. With a growing population and less land, slash-and-burn was depleting the soils and heavy rain exposed them to erosion. Consequently, families were no longer able to feed themselves, even if they had land. In 1998 (an El Niño year), the region was hit by drought and a food relief programme was mounted.

The depletion of local natural resources in the *Lempira Sur* department in Honduras by the practice of the slash-and-burn agriculture, coupled with emigration trends for the lack of economic opportunities, led to an abandonment of areas. This, in turn, caused serious and repeated food security crisis in the area.

IMPLEMENTATION PARTNERS:

Lempira Sur was implemented by the national government, with technical support from FAO and funding from the Government of the Netherlands between 1990 and 2004

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.C: Halve, between 1990 and 2015, the proportion of people who suffer from Hunger

CONSTRAINT:

Unreliable Funding Modalities for Food Assistance Programmes in Middle-Income Countries

Lack of consistent, uninterrupted food assistance for orphans and vulnerable children

Namibia's Orphans and Vulnerable Children (OVC) Food Support Programme gradually transitions OVC from food assistance to national safety net programmes, in this case the Child Welfare Grants (CWG). The programme aimed to address the basic food needs of OVC and conducts a social mobilization campaign at food distribution sites to accelerate the coverage of national CWG, designed to help protect orphans and other vulnerable children.

COMPONENTS:

- Provision of interim food assistance to 96,000 OVC, pending inclusion in national CWG;
- Identification and transfer of 80,000 OVC from food assistance to CWG;
- Small-scale community-based projects of benefit to 5,000 food-insecure OVC;
- Supplementary feeding to 10,000 moderately malnourished OVC.

RESULTS:

- During the programme, over 90,000 OVC were registered and received food assistance.
- The number of children receiving CWG in the six regions where the food assistance programme was implemented increased by 145 percent, to 68,482 children, compared with regions where the food assistance programme was not implemented, which increased by only 57 percent, to 27,319 children.
- During implementation of the programme, 10 micro-projects benefiting a total of 2,856 OVC were carried out in cooperation with the government, UN agencies, NGOs and local communities.
- Supplementary feeding was also planned as part of an integrated health and nutrition service to malnourished children under the age of five. Unfortunately, discussions on the modalities of carrying out this activity were inconclusive and the activity was not implemented.

KEY ELEMENTS OF SUCCESS:

- Strong partnerships between the government, WFP and NGO implementing partners; a key capacity development element in social protection; a pragmatic exit strategy and a number of other good practices, such as community-based targeting, a social welfare service approach, and a staged transfer from food to cash support.
- A thorough review of mechanisms associated with the CWG system helped identify bottlenecks that hinder the systematic absorption of OVC receiving food assistance into the CWG system. As a result, MGECW recruited over 100 constituency volunteers to facilitate the transfer to CWG. The number of OVC per caregiver eligible to apply was increased from 3 to 6 and the value of the OVC household income threshold to qualify for CWG was increased from NUS\$600 to NUS\$1,000 per household. Such measures increased the number of OVC eligible to apply for CWG and heightened community awareness of the importance of this process.
- Upon completion of beneficiary registration, the food beneficiary lists were computerized and OVC data entered into a database. A computer programme was designed to enable MGECW and WFP to carry out monthly cross-checking of OVC receiving CWG against the food distribution list.
- The social mobilization campaign was essential to explain to the food recipients the importance of applying for CWG so that all eligible OVC could be transferred from food assistance to CWG within the lifetime of the programme. To assist with the difficulties of getting copies of documentation needed to support CWG applications, mobile photocopiers were deployed to the field to assist beneficiaries in remote locations. Over 100,000 grant application forms were printed and distributed to OVC caregivers at food distribution points using the programme logistics structures. Regular radio and distribution point announcements were made to promote

the importance of CWG and to provide basic information on eligibility and how to apply.

- The vigorous engagement of local stakeholders also undoubtedly contributed to the achievements of the intervention. This can largely be attributed to a proactive process of consultation that, right from the beginning, involved the regional councils in the programme design and selection of operational implementing partners.

LESSONS LEARNED:

- The lower-than-expected uptake of CWG can be largely attributed to two main factors: 1) many eligible children lacked the essential documentation necessary to file a successful application for CWG. There needs to be a concerted effort to improve the ownership of basic documentation among the population; and 2) during the process of transferring OVC from food aid to CWG, it became apparent that as many as 45 percent of food aid beneficiaries were ineligible for CWG because they were not orphans. This highlights the important issues of chronic food insecurity and undernourishment among OVCs who are vulnerable, but not necessarily orphaned.
- In late 2006, there was an external evaluation of WFP Southern Africa regional Protracted Relief and Recovery Operation (PRRO 10310.0) across the seven countries of implementation, including Namibia. The evaluation identified the programme approach in Namibia as ‘a potential model – for other countries both within and outside the region – for Social Protection Programmes aimed at meeting chronic food and nutrition emergencies related to the HIV epidemic’ that ‘has the potential to provide important regional lessons and guidance’.
- The evaluation also identified challenges resulting from the small number of NGOs in Namibia that had both experience with food aid and the capacity to act as implementing partners. Nevertheless, the selected implementing partners greatly increased their capacity and understanding in the management of food-based operations during the course of this programme.
- Despite the important achievements the programme, there remains a significant challenge to find longer-term solutions for the many children who remain at serious risk to poverty and chronic hunger. The future role of food assistance needs to be defined in the context of a comprehensive review of national safety nets, a possible multi-sectoral approach, and appropriate funding models.

BACKGROUND INFORMATION:

OVCs are among the most vulnerable populations in Namibia and often rely on food assistance to alleviate current hunger. Food assistance, however, is usually provided only in the short term, while national safety net programmes, including Child Welfare Grants, are provided uninterrupted until a child reaches 18 years of age. The programme promotes the transfer of OVC from food assistance to CWGs by helping to identify and enrol eligible OVC and launching a social awareness campaign to educate those receiving food assistance on the benefits of CWGs. The programme ran from 01 April 2006 to 31 April 2008. The overall planned budget was \$15.7 million, of which \$8.8 was received.

IMPLEMENTATION PARTNERS:

World Food Programme, Ministry of Gender Equality and Child Welfare, Catholic Aids Action, Namibia Red Cross Society, ELCIN Aids Action

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MDG-1: Eradicate Extreme Poverty and Hunger

MDG target 1.C: Halve, between 1990 and 2015, the proportion of people who suffer from Hunger

CONSTRAINT:

Implementation Inefficiencies

Logistical inefficiencies impeding the efficient delivery of food aid

Mozambique's Community Safety Net (CSN) Programme toward Government-Led Food-Based Safety Nets effort improves the efficiency of the WFP OVC food support programme by streamlining implementation, improving monitoring and quality assurance systems, and increasing government leadership and aligning the programme with the government's national and provincial plans.

COMPONENTS:

- Establish umbrella partnerships with strategic NGO partners who would sub-contract all the smaller community-based organisations and field-based organisations;
- Carry out logistics from a few Extended Delivery Points (EDPs) up to the Final Distribution Points (FDPs);
- Engage the government increasingly in the planning and management of the CSN;
- Support the government's capacity to assume increasing responsibility of the OVC food support programme;
- Ensure improved reporting and monitoring.

RESULTS:

- Stronger national and provincial coordination and cooperation between WFP and the Ministry of Women and Social Action (MMAS).
- Stronger MMAS ownership and acknowledgement of OVC food support programme in Mozambique.
- The established provincial OVC food support committees as well as the emerging work with umbrella partners and strategic NGO partners constitute a good structure for a future comprehensive monitoring system.
- In the concerned provinces, WFP has reduced the number of Field-Level Agreements from 24 to 6, and Extended Delivery Points (EDPs) from 24 to 9. Service providers invest considerably less time and effort in food logistics, resulting in better service provision for vulnerable children. WFP will closely monitor this cooperation and provide guidance and further capacity development to both umbrella partners and service providers as required.
- WFP and partner NGO implementation has been streamlined while government leadership has been increased. This improvement aims to produce more sustainable WFP-supported OVC initiatives targeting 43,000 children.

KEY ELEMENTS OF SUCCESS:

- The umbrella arrangements vastly reduce the workload of WFP.
- Clear reporting lines.
- Easy management and monitoring of the activities.
- Greater ownership by the government since the National Institute for Social Welfare is also an umbrella institution in three provinces.

LESSONS LEARNED:

- Leadership of the Ministry of Woman and Social Action at all levels in the planning process through the OVC provincial committees for planning and coordination.
- The role of umbrella organizations in capacity development of service providers under those structures toward sustainability.

BACKGROUND INFORMATION:

During 2007, WFP established umbrella partnerships in four provinces with Samaritans International

Relief, Save the Children (US) and Africare, respectively. In these arrangements, WFP has a Field-Level Agreement only with the umbrella partner (UP) and delivers food only to the warehouse of the UP. From there, the UP is fully responsible for the implementation of the programme. In addition, WFP has drawn up a separate budget with the UP. It concerns all supervisory, monitoring and reporting tasks that arise for the UP through the sub-contracting of service providers and typically small, community- and church-based organisations working directly with the families and institutions caring for OVCs. The budget for the programme is \$5,288,700.

These service providers offer, besides the food they receive for this purpose from WFP, at least two more services included in the OVC Action Plan. Besides a vast reduction in workload for WFP, these arrangements aim at the following benefits:

- Better systems and quality assurance that lead to better reporting and accountability;
- Reduced delays in payments;
- More strategic capacity development efforts for service providers, and consequently increased focus of SPs on the quality of their services;
- Better monitoring, especially of outcome indicators.

The first round of planning through the Provincial OVC Food Support Committees was successful. The main challenge now is to establish joint standards and principles for the M&E process to improve the quality of the OVC programme and thus services for OVCs and to improve documentation of effects of the WFP OVC programme.

The Ministry of Women and Social Action and INAS are involved in WFP's social assistance programme at the provincial and central levels, where regular meetings are held to plan and monitor programmes with stakeholders. WFP is working to improve logistics, programme coordination and capacity support for CBOs through umbrella arrangements with NGO partners with adequate logistical infrastructure and technical support capacities. For greater coherence of intervention approaches, complementary inputs and technical expertise, WFP works with United Nations partners. As a member of the Joint United Nations Team on AIDS (Mitigation sub-group), WFP is contributing to these joint efforts, addressing HIV/AIDS and benefiting from complementary inputs. WFP is also part of the UN joint programme (JP) on Social Protection with UNICEF, ILO, MMAS and the Ministry of Labour.

IMPLEMENTATION PARTNERS:

Ministry of Women and Social Action (MMAS), NGOs
World Food Programme

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