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INTERNATIONAL LABOUR ORGANISATION

UNITED NATIONS DEVELOPMENT PROGRAMME

JOBS FOR AFRICA:

POVERTY REDUCING EMPLOYMENT STRATEGIES FOR SUB-SAHARAN AFRICA (JFA-PRESSA)

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ADDIS ABABA
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"Jobs for Africa"

Poverty reducing employment strategies for sub-Saharan Africa

CONTEXT

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1 The promotion of employment intensive growth is one of the major commitments made by the 117 Heads of States and Governments, including many from Africa, at the 1995 World Summit for Social Development at Copenhagen. The Summit adopted the goal of eradicating poverty "as an ethical, social, political and economic imperative of humankind," and called for the promotion of the goal of full employment as a priority of economic and social policies. Countries were called on to put the eradication of poverty and the creation of employment at the centre of strategies and policies of governments. Together with the expansion of productive employment, self-employment and other forms of work, the eradication of poverty constitutes an indispensable foundation for the realization of people-centred sustainable development.

1.2 In follow-up to the World Summit on Social Development, UNDP has been mandated to embark on a wide-ranging programme of poverty eradication. ILO has been mandated to lead a UN inter-agency task force to facilitate the implementation of the Summit Declarations on Employment and Sustainable Livelihoods. The Programme on Employment Generation and Poverty Reduction -"Jobs for Africa"- (JFA) of the UNDP and the ILO is being implemented in support of the Copenhagen Declaration. It also gives effect to a further commitment of the Social Summit, which called for special global attention to be given to the acceleration of the economic, social and human resource development of Africa and the least developed countries. The "Jobs for Africa" Programme is also being implemented in support of the UN System-Wide Special Initiative on Africa.

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1.3 The present proposal is the result of a major effort to develop a policy framework[1] that provides analysis and general guidance for a consistent, multi-sectoral, employment based poverty eradicating strategy for the sub-Continent. A process of wide consultations took place over the past year to ensure ownership by countries of SSA of the programme proposed. In particular, extensive consultations were held in five sub-Saharan countries (Cameroon, Mauritius, Senegal, Uganda and Zimbabwe) to review the pertinence, and usefulness of, and interest in the policy prescriptions proposed in the policy framework. Besides continuous exchange with ILO field structure in Africa, the preliminary conclusions of the Jobs for Africa Programme were the main item of the Agenda of the Fifth Meeting of the African Employment Planners (Pretoria, 23-27 January 1997). The Programme was also presented to the ACC Steering Committee on the UN Special Initiative for Africa (Geneva, 7 April 1997).

1.4 The policy framework document is a synthesis of several studies covering different aspects of the performance of African economies during the past two decades. The eleven background studies that were completed are:

ILO *A Policy Framework for an Employment-Intensive Growth Strategy* Geneva June 1997

- Macroeconomic Reform and Employment: An Investment-led Strategy for Structural Adjustment in sub-Saharan Africa (K. Griffin)
- Macroeconomic Policy for Employment and Incomes, with reference to Africa South of the Sahara (J. Weeks)
- Reversing the Decline of Output and Productive Employment in Rural sub-Saharan Africa (A. Khan)
- Enterprise Development and Job Creation in Africa (F. Lisk)
- Employment Generation for Poverty Reduction in sub-Saharan Africa (T. Tessem et. al)
- Cooperative Development: Jobs for Africa Component Report on Cooperatives (J. Schwettman)
- Access to Financial Services (B. Balkenhol)
- Skills for Productivity and Employment in sub-Saharan Africa (T. Aithan)
- Enhancing Women's Employment in Africa (A. Berar, A. King
- Intégration des Groupes Défavorisés (B. Ndiaye)
- Employment and Poverty Monitoring (A. de Haan)

1.5 The underlying intellectual argument behind the work that will be accomplished by this project is provided in the policy framework quoted above, and is briefly summarised in the next section.

Promoting poverty-reducing employment on the basis of investment-led growth

1.6 The record of structural adjustment in sub-Saharan Africa has generally been associated with economic depression, widespread unemployment and underemployment and massive poverty. Few countries have been able to resume growth on the basis of conventional stabilization and adjustment policies, and where growth has occurred, it has had little impact on reducing unemployment and poverty. Macroeconomic policies must be re-oriented to increase growth and to make its pattern more pro-poor.

1.7 This implies that structural adjustment needs to be reformulated on the basis of an investment-led growth strategy that is geared to promote poverty-reducing employment. Investment has stagnated in much of the continent while the labour force has been growing rapidly. As a consequence, capital per worker and labour productivity have declined substantially and real labour incomes have followed suit. A particularly severe problem has been the decline in labour productivity in agriculture and the drop in food output per capita. Many workers have been driven into the urban and rural informal sectors where labour productivity and incomes are low. In order to reverse these adverse trends, a three-pronged approach is called for to: 1) boost investment and improve its allocation in order to stimulate growth, 2) re-orient the pattern of investment in order to augment employment and reduce poverty, and 3) ensure that expenditures reach the most needy segments of the population.

1.8 The growth of the informal sector in both rural and urban areas in many countries signals that there is a great deal of surplus labour that is not being put to productive use. Many workers are trapped in low-income jobs or are working only part-time, and some have simply dropped out of the labour force. There is thus considerable potential to mobilize underemployed and idle labour to boost investment by

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engaging them in public-sector infrastructure projects--building rural roads, bridges, irrigation works, schools and clinics.

In many instances, investment can take the form of directly applying labour to build up physical or natural capital--digging a drainage canal or terracing a field. Thus, a significant proportion of public investment could be usefully re-directed to labour-intensive projects. And these projects could contribute to improving the distribution of income by being designed to channel their direct and indirect benefits to the poor. The labour intensity of the projects and the wages they offer would help to screen out the non-poor and provide employment for those who most need it. In addition, the projects could be located where there are high concentrations of the poor that can benefit from the new infrastructure. A key component of such projects would also be the active participation of local communities in deciding what infrastructure would be of greatest benefit to them.

1.10 There is already considerable experience to suggest that such infrastructure projects need not be expensive. The main expense is involved in the mobilization of low-skilled labour. In order to moderate expenses and enhance the projects' impact on poverty, local contractors can be hired and local materials used. The usual practice is to hire large contractors that utilize relatively capital-intensive construction techniques and expensive imported materials.

1.11 Labour-intensive infrastructure projects are an efficient, cost-effective way to undertake public investment. This is important since the pressing problem that has to be addressed in sub-Saharan Africa is not only how investment is allocated, but the fact that it has collapsed in the wake of structural adjustment programmes. A priority of public policy is to revive it. This involves raising additional public revenue to finance public expenditures. The widespread call to "shrink" the state has exacerbated the problem of insufficient revenues. The heavy burden of foreign and domestic public debt have also restricted the allocation of resources to investment.

1.12 The real debate in sub-Saharan Africa is not over the size of the state, but its proper role. Where state intervention is absolutely essential is in providing social and physical infrastructure: this is a precondition for stimulating private investment. The market mechanism does not function efficiently where positive or negative externalities exist--such as in the provision of public education or health or the protection of water, land and forest resources. When public investment is geared towards such items, it is complementary to private investment.

1.13 Not only must additional revenue be raised to finance public investment, but also public expenditures must be re-allocated away from current consumption and to investment, and the nature of investment must re-oriented to foster employment, particularly for the poor.

1.14 The critical importance of public investment in reviving growth in sub-Saharan Africa calls for renewed emphasis on reviewing "public investment programmes" to ensure that they are pro-growth, pro-employment and pro-poor. Properly designed, public investment can be powerful engine of economic and social progress.

1.15 Public investment can play a decisive role in reviving growth, but private investment will play the preponderant role in sustaining growth. But the private sector is starved of capital. An inefficient

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capital market in many sub-Saharan African countries has hampered broad-based investment. Many low-income groups--such as informal-sector entrepreneurs, small farmers, landless workers, women and youth--have restricted access to credit. Key reforms are necessary in public and private financial institutions in order to provide adequate levels of credit to the self-employed and micro-enterprises. These initiatives would not only stimulate growth, but also increase employment, particularly for the poor.

There are thus two major prongs to an investment-led growth strategy that is geared to stimulating poverty-reducing employment: 1) concentrating public investment on labour-intensive projects that employ the poor and are located in poor areas, and 2) reforming capital markets to provide ample credit to the poor to finance self-employment and micro-enterprises in both the urban and rural informal sector. The aim is to increase the productivity of the population in the informal sector by building up physical, human and natural capital leading to a rise in the quality of their employment. Public infrastructure and credit programmes can do much to reduce poverty, but alone they command inadequate resources. Hence, it is important that they be designed to have the greatest multiplier impact on stimulating private investment--private investment in agricultural production, in rural off-farm activities, in labour-intensive manufacturing. Public investment and credit can help provide a structure of incentives that guides private investment into economic activities that promote employment that is not only broad-based and productive, but also disproportionately benefits the poor.

7 A number of building blocks are needed in order to provide a set of consistent and mutually reinforcing sets of poverty reducing employment creating policies. These are:

- Deepening the process of economic reform to go beyond stabilization and achieve sustained economic growth through sound macroeconomic policies for increased investment.
- The sectoral composition of growth should be such as to maximize employment since growth by itself is a necessary, but not a sufficient, precondition for equity.
- For the poor to benefit from growth, mechanisms are needed to ensure their access to employment and increased returns to their labour.
- Gender issues need to be integrated in policies at various levels.
- Public policies are crucial to provide a stable legal framework, improve human capital and invest in infrastructure in order to crowd-in private investment.
- Assistance for capacity building in Africa should replace the traditional project-based aid in official development assistance.

8 This project will seek to increase the capacity in Africa to adopt coherent and effective poverty reducing employment policies by strengthening advocacy groups, involving local expertise in the analysis and implementation of programmes, promoting the adoption of adequately targeted policies and interventions and reinforcing monitoring and evaluation mechanisms to improve the assessment of policies.

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2 PROJECT JUSTIFICATION

2.1 Problem to be addressed: the present situation

2.1.1 During the 1960s, in the immediate post-independence era, growth in sub-Saharan Africa was encouraging, human development indicators improved substantially, incomes and general well being increased and poverty began to decline. The import substituting industrialization strategy that was adopted, however, soon reached its limits, particularly in the smaller countries, and in the 1970s per capita incomes stagnated and began to decline. By the 1980s most of sub-Saharan Africa found itself in the midst of a severe economic crisis. The rate of growth, output per head, and average incomes declined drastically. As a result, inequality has probably increased, and the proportion of the population living in poverty has risen. It is projected to rise from about 48 per cent in the early 1990s to about 50 per cent by the end of this decade. Some countries have performed better than others, and in a few countries performance has been good, but seen as a whole, the economies of sub-Saharan Africa compare unfavourably with the rest of the world.

2.1.2 The share of SSA in world GDP about 1.3 per cent in 1993; its share in world exports was as low as 1.7 per cent in the same year, with exports being dominated by primary products (76 per cent of total); SSA has not succeeded in attracting foreign investment as its share in net FDI amounted to 2.8 per cent in 1992.

2.1.3 Although there has been a marked improvement in GDP growth rates since 1992, the development of productive employment has not kept pace with increased labour supply. The labour force has been growing at about 3 per cent annually while wage employment has been declining or stagnating. Unemployment and underemployment rates are increasing rapidly, with average urban unemployment rates on the continent having almost doubled over the past 15 years, to over 20 per cent and projected to approach 30 per cent by the year 2000, unless determined action is taken to reverse present trends. The magnitude of the future employment challenge facing the continent is further gauged by the number of new entrants into the labour markets every year. It is estimated that the African economies must provide jobs for 7.3 million persons in 1997. In ten years time, it will need to find employment for 10.1 million annually.

2.1.4 The poor impact of macroeconomic reforms on African economies can be explained in terms of low investment, sluggish growth in major sectors especially agriculture, lack of enterprise development and extensive informalization of the economy, and underutilisation of labour. Data on the annual rate of growth of investment in 31 sub-Saharan countries during the period 1980-1994 shows an average as low as 0.3 per cent a year, although the average hides important differences among countries. Thus, Uganda, Namibia and Lesotho have experienced rates of growth of investment in excess of 7.0 per cent a year; and in Mauritius investment has grown by 10 per cent a year. At the other extreme are five countries -- Zambia, Côte d'Ivoire, Togo, Nigeria and Congo -- where investment has declined between 6.8 and 10.4 per cent a year. Moreover, in 20 out of the 31 countries, investment is growing less rapidly than total output, implying a decline in the investment ratio in about two-thirds of the countries of sub-Saharan Africa. In 11 countries the investment ratio is rising.

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2.1.5 If Africa is to avoid continued marginalization the process of macroeconomic reforms has to be deepened beyond present structural adjustment and stabilization programmes, in particular by launching investment-led growth strategies that maximize employment and reduce poverty, as proposed in this project.

2.1.6 The role of an investment-led strategy in reducing the adverse impact of macroeconomic reforms on employment is aptly demonstrated by the example of the Mauritian economy, where growth was associated with a substantial increase in employment based on what became known as the three pillars of the economy: sugar, textile and tourism sectors which were quite labour intensive. Economic growth of 8 per cent per annum in the mid-80s and 5.5 per cent in 1995/96 has been associated with major structural changes and economic diversification. The economy has been transformed from a mono-crop economy based on sugar to a diversified structure where tourism and export-oriented employment-intensive manufacturing industries have become the dynamic forces, with off-shore financial and information services playing an increasing role. Foreign direct investment, and a substantial increase in domestic savings and investment, have played a crucial role in this process. The rate of investment in Mauritius has been significantly higher than most other countries in the region, with gross domestic fixed capital formation representing on average about 30 percent of GDP over the last two decades, and the investment and savings ratios in excess of 28 per cent and 23 per cent on average respectively for the 1990s. The existence of a vibrant democracy; good governance; close collaboration between government and the private sector; and a harmonious industrial relations climate in Mauritius, have also been important.

2.1.7 In most of the other African countries, even where the economies staged commendable recovery on the implementation of macroeconomic reforms, the increase in investment and its structure were not adequate to prevent an increase in unemployment. For example, in Zimbabwe, the reforms in terms of performance of the economy have been less successful than expected. The growth rate of GDP in the 1990s (at 2.5%) was less than the 3.6% per year achieved in the 1980s. One explanation is that gross fixed capital formation, which rose in the early years (1990-1993) to about 21% have subsequently fallen to its pre-ESAP (the 1990's economic structural adjustment programme) levels. While in principle, deregulation, liberalisation of the foreign exchange market and access to imports, have provided a more enabling climate for domestic investors, some rationing of credit markets seems to make it difficult for newcomers to acquire the financing that is necessary if they are to avail themselves of the new opportunities. Zimbabwe's oligopolistic financial sector probably makes this constraint worse. This reduces the number of new investors, but may not significantly constrain the expansionary investment of existing firms.

2.1.8 Because capital markets are underdeveloped in sub-Saharan Africa, private sector investment is poorly allocated. There are also major problems with the sectoral allocation of credit. Most people in Africa do not have, in fact, access to formal sector credit at any price and large sectors of the economy are starved of finance. Small and medium sized urban businesses have much difficulty obtaining credit; agriculture is under-supplied, apart from large plantations and ranches, and small farmers obtain virtually no credit from banks. The pace and efficacy of structural

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adjustment would be much increased by improvements in the functioning of capital markets in Africa.

2.1.9 The growth of productivity is linked closely to infrastructure development. Therefore, the degradation of productive and social infrastructure in combination with the lack of essential services, which were traditionally provided by the government, are serious constraints to the productivity and profitability of investments. The nature of infrastructure put in place, and the mechanisms by which they are built, also determines whether growth does all that it can to create employment for the poor and reduce poverty. Whereas Africa is primarily a rural continent and most of the poor live in rural areas, it has the highest growth rate of urbanization in the world and infrastructure investments have important employment implications in both rural and urban areas.

2.1.10 The other important link in the accessibility of technology and its benefits is the improvement in rural infrastructure with emphasis on roads and irrigation. The maintenance of existing roads and rural links with road systems must be improved. There should be an expansion in irrigation facilities with a clear focus on an improvement of the amount of cropped land in land-scarce areas and on complementing improved technological packages. The economy of rural SSA has suffered because of its undiversified production structure. The predominance of traditional agricultural exports is a principal manifestation of this phenomenon. Another is the relatively small and possibly declining role of rural non-farm activities. A change in these trends must be the defining characteristic of the future strategy of development for rural SSA.

2.1.11 It is against this background that this project seeks to contribute to the reversal of the present sub-Saharan African situation which has been largely characterized by public investments concentrated in expensive capital intensive projects that employ little labour and have negligible direct impact on reducing poverty. This project will therefore attempt to build African capacity at the African regional, national and local levels to design and to implement investment-led strategies of development that sets the primary task for macroeconomic policy as increasing investment and improving its efficiency. The project will seek to advocate ways in which public investments can be restructured to impact more positively on poverty-reducing employment. The project strategy is set out in greater detail in section 3.

2.2 Expected end of project situation

2.2.1 Revamped process of macroeconomic reform that goes beyond structural adjustment and stabilization programmes, and results in investment-led growth strategies that maximize employment and reduce poverty.

2.2.2 A widened pool of sub-Saharan experts in the field of poverty reducing employment strategies.

2.2.3 Improvement in the macroeconomic environment that is consistent with a significant rise in poverty-reducing employment opportunities in both formal and informal sectors.

2.2.4 Creation of a climate more conducive to increased domestic and foreign investments, formation of viable capital markets and expanding African entrepreneurship.

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2.2.5 A steady increase in productive employment that keeps pace with increased labour supply.

2.2.6 A significant reduction in the proportion of the population living under the poverty line.

2.2.7 Sustained increase in productive investment which contributes to increased productivity of African enterprises, and their capacity to face the challenges of globalization and increased competition in international markets.

2.3 Target beneficiaries

2.3.1 The majority of the people who work outside the modern sector and are engaged in low productivity economic activities, namely subsistence agriculture and urban informal sector.

2.3.2 The proportion of the population living in poverty, which is increasing, and is projected to rise from about 48 per cent in the early 1990s to about 50 per cent by the end of this decade.

2.3.3 Unemployed youth whose situation remains critical with a majority of school leavers unable to find productive employment.

2.3.4 Women who are over represented among the unemployed, and are more often involved in marginal and poorly remunerated activities.

2.4 Reasons for assistance from UNDP

2.4.1 As a follow-up to the World Summit on Social Development, ILO has been mandated to lead a UN inter-agency task force to facilitate the implementation of the Summit Declarations on Employment and Sustainable Livelihoods. As a member of the UN family, the ILO is working fully along with other agencies in key areas of the UN Initiative falling within ILO competence.

2.4.2 UNDP has been mandated as the lead UN Agency for Poverty Reduction and is involved in supporting the preparation of National Poverty Strategies and Programmes in many African countries. The present programme will complement the work in this area by focussing on poverty-reducing employment strategies.

2.4.3 The present programme will also complement UNDP's effort to promote Long-term Perspective Studies under its Futures Programme by concentrating on the long-term perspectives on poverty-reducing employment programmes.

2.4.4 Poverty-reducing employment strategies form part of UNDP's advocated Sustainable Human Development (SHD) strategy.

2.5 Special considerations

2.5.1 It is estimated that 50 per cent of women are poor as compared to 35 per cent of men. Even then they are responsible for up to 80 per cent of food production in sub-Saharan Africa. Their ability to escape from poverty is more highly constrained than men's by the burden of unpaid labour, heavy reproductive responsibilities, more limited labour market opportunities, fewer labour assets in terms of education and skills, and socio-cultural biases limiting labour market participation. Official labour force participation rates are lower for women than for men in every country. Several factors restrict women´s access to training. Among others, fewer girls than boys attend

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school and those who do tend to study less technical subjects than boys. The formal, wage employment sector, including public and parastatal sub-sectors, has been a limited source of employment in the region, and has been dominated by men. Given the limited opportunities in formal (wage) employment, self-employment in small-scale businesses has become, next to agriculture, the most common form of women's labour force participation. In African towns and cities, women represent a large portion of the self-employed in the informal sector. Arising from the above, a policy framework aimed at generating employment for poverty reduction, has emphasized the importance of increasing more productive employment opportunities for women in all spheres of activity but especially in agriculture and rural non-farm activities.

2.5.2 Youth unemployment also remains critical with a majority of school leavers unable to find productive employment. Women are also over represented among the unemployed, and are more often involved in marginal and poorly remunerated activities.

2.5.3 Apart from continuing concern with the instability in the world markets for the primary commodities which provide the bulk of its export earnings, the African continent is now faced with other major challenges to which it must respond if it is to reverse the trend towards marginalization. In particular, it must respond to the problems posed by the processes of liberalization and globalization, as well as the proliferation of regional economic blocs, if it is to take advantage of good opportunities for employment creation and poverty reduction through increased exports and foreign investment.

2.6 Co-ordination arrangements

2.6.1 The programme has been prepared in close consultation with other UN Agencies and the national governments. The process of consultation included the visit of ILO staff members and ILO/UNDP consultants to selected African countries to test the applicability of the programme framework to the actual experiences of those countries. The process involved wide consultation with relevant government Ministries and agencies, employers organizations, labour unions and NGOs. Activities at the national level will be closely coordinated with the UNDP Resident Coordinator, the ILO's Country Area Offices and the relevant multidisciplinary teams and the local FAO and IFAD representatives.

2.6.2 The project activities will be coordinated with other relevant activities relating to the implementation of the recommendations of the World Summit for Social Development at Copenhagen, as they pertain to Africa, the UN Special Initiative on Africa, and the regular UN system country and regional programmes.

2.6.3 The activities of this project will reinforce and promote other national activities to expand poverty reducing employment programmes. The creation of the national network and the preparation of the reports on the employment impacts of investment policies must be done in close cooperation with existing employment promotion or labour-intensive investment programmes at the national level. If such programmes do not exist, experts should explore the possibility of replicating the experiences of, for example, Lesotho or Senegal in this respect.

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3 PROJECT STRATEGIES AND IMPLEMENTATION ARRANGEMENTS

3.1 The broad aims of this project are to:

3.1.1 Advocate the importance of directing investment towards employment creating and poverty reducing investment;

3.1.2 Build and/or strengthen African capacity at the regional, national and local levels to design investment-led growth strategies that generate more and better employment opportunities, especially for the poorest groups and regions thereby leading to a faster pace of poverty reduction over time;

3.1.3 Promote local labour intensive, productivity and enterprise supportive investment that responds to the needs of the poorest segments of the population; and

3.1.4 Explore mechanisms that ensure coherence between the policies adopted at the national and regional level and the specific interventions carried out at the local level.

3.2 The implementation of this broad strategy is centred on supportive action principally at the national and regional levels. At the national level, the aims will be achieved by establishing and/or strengthening an influential semi-independent national constituency or advocacy group in the form of a network, and by promoting, through it, the adoption and implementation of poverty reducing employment intensive growth strategies. At the African regional level, the project will attempt to disseminate the application of the investment-led poverty reducing employment strategies to a wide range of African countries, through the establishment strengthening, and support of the national advocacy networks. Annex I presents a standard schedule for the implementation of these project's activities at the national level. Annex 2 presents the schedule for all the project's activities.

3.3 The regional project will also serve as a clearinghouse to accumulate and disseminate information about successful experiences as from within and outside Africa to participating national networks, and other African countries. The regional project through its regional network consisting of participating national networks, and through cooperation with other African regional and sub-regional institutions, will also seek to provide advocacy and capacity building at the regional level.

National Strategy and Implementation Arrangements

3.4 At the initial stage, the regional project will assist in the establishment or strengthening of national advocacy networks. The national network will consist of influential members, preferably those with power to influence decision making in their various organizations. The network should be composed to include membership from the following organizations: Public Sector Institutions (Ministries of Labour and Employment, Planning, Budget and Finance, Agriculture and Rural Development, Industries and Commerce, Education and Training, Local Government, and Public Works); Private Sector Institutions (Employers' and Workers' Organizations, umbrella business councils such as Private Sector Foundations, etc.); universities and research centres; NGOs

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(representing micro and small-scale enterprise development, women, the youth, the disabled and retrenched workers, and umbrella organizations representing major NGOs with micro-level implementation capacity); major community-based organizations (CBOs) including representatives of associations of local government authorities; and university/government/ private sector think-tanks on labour market issues.

3.5 Depending on national institutions and arrangements, the network should have a secretariat closely linked to, or based in, a semi-independent research institution or think-tank, that is closely linked to, respected by, and used by Government. The national network secretariat will be managed by a national network coordinator employed by the regional project during the first two years of the national implementation phase. It will be necessary to seek the contributions of National authorities or research institutions to house and provide administrative assistance to the network and its secretariat. This network coordinator will be expected to monitor and motivate, on a continuous basis, the work of the national network and of the national experts contracted by the project to ensure that the objectives of the project are achieved at the national level. The regional project will provide full technical and monitoring support to the national programme coordinator, and will ensure full financial accountability of the national coordinator's activities. This arrangement is also required to facilitate the implementation of advocated policies and programmes by the government. While specific arrangements may vary from country to country, the regional project will seek to ensure that the advocacy work of the network will have a very good chance of implementation at national and local levels.

3.6 The principal function of the national network at the initial stage, will be the promotion of the preparation of an assessment of the employment effects of current public investment policies. The assessment, which could be titled a "Report on Investment for Poverty Reducing Employment" (IPRE), will seek to provide a well-publicised assessment of public and private investment, and to propose new directions for raising investment and improving its allocation. The focus of the report is on investment as an important stimulus to growth and to poverty reducing employment. The secondary thrust of the report is a critique of the macroeconomic policies such as right monetary policies and restrictive fiscal policies - that raise interest rates, curtail credit and cut public investment. The report should not attempt to duplicate the reports of the World Bank in helping the government formulate a public investment programme (PIP) but focus on policies and programmes that are pro-employment and poverty reduction.

3.7 In many cases public revenues are too small and have to be raised to finance investment. A significant proportion of public expenditures may be non-discretionary such as payment on foreign and domestic debt. Among the discretionary expenditures, the allocation of resources may favour current expenditures over investment. Moreover, expenditures for investment may not be designed to generate employment or reduce poverty. Social and physical infrastructure may disproportionately benefit upper income groups in the population. For these reasons, the IPRE assessment has to take up the issue of the public budget both revenue and expenditure. A second crucial characteristic of the IPRE assessment should be to emphasise the consistency

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between the government's general or macro strategy to promote public and private investment and its micro investment promoting interventions at the local or community level. The character and locations of the government's micro interventions should follow logically from its general strategy. One of the distinguishing features of local targeted interventions should be their participatory character. Local communities and authorities should be involved in identifying their particular needs for investment in consultation with the government and advocacy networks.

3.8 The context of the IPRE Report will be modified as necessary to take into account work already done at the national level. Based on the recommendations of the IPRE Report, the project, using wherever possible local capacity and in close cooperation with the national network will assist in the preparation of, and recommend to the government, the adoption and implementation of a national programme to combat poverty through employment creation. The recommendations will include the identification of the institutions best suited to manage, monitor, and evaluate the policies and programmes at national, district and local levels.

3.9 A central feature of this project is the consistent use of local or regional expertise in the development and implementation of the national programme of action, thus providing both on the job experience, on the one hand, and widening the pool of sub-Saharan experts in the field of poverty reducing employment strategies, on the other.

3.10 The capacities of the government to design and implement the national poverty reducing employment programme will be strengthened through the capacity building activities of the national network and those of the regional project. These capacity building activities will include national seminars and training workshops for network partners, as well as study tours within and outside Africa, as can be financially arranged. In these ways, a pool of trained and knowledgeable Africans will be established in the field of public investment and labour market analysis ready for use throughout Africa.

3.11 Macroeconomic policies and, in particular, investment strategies must result in specific capital formation at the local level. Poverty reducing strategies must be based on local employment and generating activities at the local level. Efforts must be deployed to ensure that the investment policies adopted at the national level are targeted towards the poorest population segments or regions, and that local employment generating initiatives reflect the needs of the neediest populations. The real impact of this -or any- poverty reducing strategy must be assessed at this level.

3.12 The range of activities to be included in a poverty reducing employment generation programme will of necessity be restricted to ensure sharper programme focus and effectiveness. The project's recommendation would be to limit these activities to: (a) public investment projects that directly promote poverty reducing employment in such areas as agriculture and rural development (e.g., rural feeder roads, small irrigation works, reforestation using labour intensive techniques), micro and small enterprise development, and urban-based labour intensive projects; (b) indirectly stimulate private investment and poverty reducing employment; and (c) activities to increase the productivity and livelihoods of target poor populations (e.g., women, youth, the disabled,

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retrenched workers, etc.) and districts. Training (managerial and vocational), credit and participatory techniques are common tools in the implementation of the above activities. Wherever feasible, practical experiences from other national or regional initiatives in the aforementioned activities will be brought to the attention of the national networks and concerned officials. Technical workshops to identify common practices, the requirements to ensure positive impact, and pitfalls to avoid could be organised to enhance the local capacity.

3.13 The organization of the network and its involvement in efforts to achieve a certain degree of coherence will allow the project specialist to gain an understanding of the needs of local officials so that additional assistance could, resources permitting, be drawn from the ILO, IFAD and FAO's field experience in implementing poverty reducing programmes through job creation.

3.14 An effective poverty reducing policy must, therefore, identify suitable expenditure policies and explicit implementation mechanisms to ensure that investments do result in poverty reducing employment of a sustainable nature. It is not sufficient to increase the volume of investment. It is indispensable to identify its targeting, composition, and sequencing. Practical and simple mechanisms to ensure relevance and coherence in the field are clearly required, even if there are no experiences on how to achieve this.

3.15 In order to provide for a monitoring and evaluating function, there should be a second IPRE report at the end of the first three years of the regional project. This assumes that the first report will be issued roughly one year from the initiation of the regional project. The second report should provide information on the shift if any of the government investment strategy and progress in the implementation of the poverty reducing employment generation programme.

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Regional Programme Strategy and Implementation Arrangements

3.16 A major priority of the regional project will be the establishment/strengthening of the national advocacy networks, and providing them with financial and technical support to enable them to carry out the activities envisaged at the national level. National network financing and technical support will be managed to inter-link closely with the country programmes of the UNDP, ILO, FAO and other UN system agencies. The strategy in establishing/strengthening the national networks, is to propagate the broad regional project strategy to a substantial proportion of the African region's population, so as to maximise regional impact to the extent possible.

3.17 Through a phased programme of work, the regional project will establish/strengthen national networks in the following countries: Burkina Faso, Cameroun, Côte d'Ivoire, Ethiopia, Mali, Nigeria, Senegal, Uganda, Zambia and Zimbabwe. These countries have been chosen on the following grounds: (a) project activities will compliment work already in progress such that marginal incremental efforts will more likely lead to greater impact, (b) political will exists to implement the broad project strategy, (c) UNDP/ILO institutional and technical capacity exists at national level to compliment the regional effort, (d) national capacities and institutions exist on which the regional initiative can build, (e) sub-regional and linguistic balance are taken into

account, and improved prospects for replication exist because of importance of countries in their sub-region.

3.18 The formation of the national networks will be the basis for a regional network of institutions consisting of national networks. The progress of the national networks will be monitored by the regional project. The regional project will also seek to collaborate with other African regional and sub-regional bodies with a view to advocating the implementation of the broad project strategy at regional and sub-regional levels. Such regional and sub-regional organizations will include the UN, Economic Commission for Africa (ECA), Organization of African Unity (OAU), the African Development Bank (ADB), the African Economic Research Consortium (AERC), Council for the Development of Social Research in Africa (CODESRIA), Organization of African Trade Union Unity (OATUU), the Pan-African Employers Confederation (PAEC) and key sub-regional integration groupings such as ECOWAS, ECCAS, COMESA and SADC and a few noted regional NGOs such as Third World Network, Pan African Women's Organization and Pan African Youth Organization.

3.19 The regional project will seek to maintain the above regional network of institutions consisting of national network members and regional and sub-regional institutions to serve as a clearinghouse for the dissemination of successful experiences in the design and implementation of investment-led poverty reducing employment strategies in sub-Saharan Africa using mainly modern information technology such as the INTERNET. The regional project will seek to link network members and other African countries with best practices and successful experiences within and outside Africa (especially third world countries).

3.20 Regular meetings of the regional network members are not planned. However, attempts will be made to constitute a small inter-country advisory/steering group for the project's work, which may meet as and when necessary. Occasional organization of regional seminars and training workshops for network members are also planned. Furthermore, a regional meeting of network members will be organized towards the end of the project cycle i.e., in the fourth year of the project for the purpose of discussion and dissemination of the synthesis of the second set of national IPRE Report. Finally, in collaboration with the ILO Regional Office for Africa, the regional project with financial contributions from the ILO, will seek to monitor regional employment trends and construct a regional labour market data bank.

3.21 The regional project will be implemented through a small core team of regional international specialists consisting of a Programme Manager, who will also be a senior expert in public investment and labour market analysis and other senior experts in employment and poverty analysis, and agriculture and rural development and employment. The international team will be assisted by a small group of support staff. Other required skills and expertise will be drawn from national, regional or international consultants. The project will be based in Addis Ababa to facilitate collaboration with other regional bodies such as the ECA, OAU, the UNDP African Inter-Country Liaison Office and interconnect with the ILO Regional Office for Africa through

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the ILO Office and the ILO East Africa Multi-disciplinary Advisory Team both based in Addis Ababa.

3.22 In implementing the regional project, close links and associations will be developed with two regional projects in particular: (i) 'Capacity Building fro Trade in SSA'; and (ii) 'Civil Society Empowerment for Poverty Reduction in SSA'. The former project will undertake studies on the impact of various trade regime scenarios on employment and poverty opportunities. The latter is establishing national network cells comprising representatives of CSO's, Governments and UNDP to help analyse and provide fora for developing implementing poverty eradication policies that are coherent at macro-, mezzo and micro levels, and ultimately grounded in the reality of people living in poverty. Important synergies can and must be built between these UNDP programmes. In addition, there are important lessons and linkages to be made with UNCDF's pilot project on Local Development Funds.

4 DEVELOPMENT OBJECTIVE

4.1 Build the national and regional capacity to design and adopt poverty reducing employment strategies based on investment led macroeconomic policies that are explicitly targeted towards the poorest segments of the population and that are coherent at the micro-, mezzo-, and macro levels.

5 IMMEDIATE OBJECTIVES, OUTPUTS AND ACTIVITIES

5.1 **Immediate Objective 1:** Develop the capacity of national and regional institutions and networks to assess, design, and advocate alternative policies for poverty reducing employment strategies

Outputs

5.1.1 A national network of individuals and institutions in the public and private sectors to assess the impact on employment of investment policies created in each of the 10 participating countries:

Activities

5.1.1.1 Identify key members in key Government Ministries responsible for investment led employment creating strategies;

5.1.1.2 Identify key members of employers' and workers' organisations, NGOs, and research institutions that can play a role in the definition of employment policies;

5.1.1.3 Engage national expert to act as local coordinator of the network (see para 3.5);

5.1.1.4 Set up both a national and a regional network for poverty reducing employment strategies. The main function of these networks is to mobilize the participation of a broader array of interested parties and actors than would be possible with a government-initiated programme in advocating pro-employment and anti-poverty policies.

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5.1.1.5 Organise seminars to identify the capacity and levels of knowledge of network members in the assessment of the impact on employment and poverty of investment;

5.1.1.6 Publicize widely the results of the assessment of investment described in paragraph 5.1.2.2;

5.1.1.7 Using the assessment of the employment effects of investment policies, organise national workshops and seminars that would strengthen both the advocacy role, and the technical capacity of network members;

5.1.1.8 Assist in the training and strengthening of research units of workers', employers' organisations and other members of civil society to evaluate the implication of macroeconomic policies on employment and poverty reduction;

5.1.1.9 Publicize widely the results of the analysis of the employment generating role of specific sectors as described in paragraph 5.1.2.4;

5.1.1.10 Provide assistance in the organization and functioning of the national network;

5.1.1.11 Organise national or local workshops and seminars to initiate the debate and foster participation and advocacy of more targeted population groups on mechanisms to ensure that sectoral policies generate employment and particularly for the poorest segments of the population;

5.1.1.12 Develop mechanisms to sensitise African Regional and sub-Regional organisations on the application of investment led poverty reducing investment strategies at the national, sub-regional and regional levels;

5.1.1.13 Establish, strengthen and manage the regional network on the application of investment led poverty reducing investment strategies.

Outputs

5.1.2 Assessments produced of the impact on employment and poverty of national investment policies and, in particular, public investment in the form of a major IPRE report.

Activities

5.1.2.1 Identify researchers and institutions capable of assessing public and private investment;

5.1.2.2 Prepare an initial assessment of public and private investment, its sectoral composition, its targeting and its labour content;

5.1.2.3 Recommend directions for the reform of public investment programmes so as to improve their effectiveness in directly increasing employment, particularly employment for the poor, and stimulating employment-generating private investment;

5.1.2.4 Where necessary, identify, and conduct studies on specific sectors with high concentration of poverty (agriculture, rural non-agricultural activities, small enterprises and self-employment in the rural and urban informal sector...). Assess where investment policies would have the greatest effect on poverty reducing employment strategies and assess underlying policies. Recommend

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directions for the reform of sectoral investment programmes so as to improve their effectiveness in directly increasing employment, particularly employment for the poor;

5.1.2.5 The analysis in the reports should take into account the likely impact of proposed policies on women and men;

5.1.2.6 Prepare a second IPRE assessment towards the end of the execution at the national level to evaluate the impact of the poverty reducing employment generating strategies adopted.

5.2 Immediate Objective 2: Develop the capacity of governments to re-orient strategies and programmes for poverty reducing employment strategies.

Outputs

5.2.1 Advisory services and technical mission reports provided in support of government efforts under 5.2 above.

Activities

5.2.1.1 Provide assistance to national authorities in the revision of poverty reducing employment investment strategies, in particular as regard their sectoral composition, their labour content and their targeting; wherever possible, the assistance will be provided using local or regional expertise;

5.2.1.2 Provide assistance to national authorities in the use of poverty maps and assist in the preparation of targeted interventions;

5.2.1.3 Suggest mechanisms to adopt or strengthen investment led national poverty reducing employment strategies;

5.2.1.4 Identify successful experiences of national employment programmes in sub-Saharan Africa to promote direct technical cooperation between developing countries.

Outputs

5.2.2 African specialists trained through inter-country problem solving technical fora.

Activities

5.2.2.1 Identify the officials responsible for the programming of investments;

5.2.2.2 Compile literature on best practices concerning targeted, poverty reducing employment investment;

5.2.2.3 Organise seminars to examine alternative investment policies their impact on employment and how the latter can effectively reduce poverty.

5.3 Immediate Objective 3: Develop the capacity of national partners to design and implement coherent poverty reducing employment programmes at the micro-, mezzo-, and macro levels.

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Outputs

5.3.1 Advisory services and technical mission reports provided in support of 5.3 above.

Activities

5.3.1.1 Provide assistance to national authorities in the setting up of the structures and institutions required to implement local investment schemes in labour intensive infrastructure, in enterprise creation, and in favour of specific population groups such as women and youth that:

5.3.1.1.1 are participatory in the choice of investment, in its implementation and its evaluation;

5.3.1.1.2 seek synergy;

5.3.1.1.3 concentrate on poverty reducing employment schemes; and

5.3.1.1.4 promote private investment.

5.3.1.2 Provide assistance to national authorities in the use of existing data and promote regular collection of employment and poverty information to improve targeting, monitoring and evaluation;

5.3.1.3 Promote the creation of formal or informal fora to discuss the relevance and impact of poverty reducing investment policies at the national, regional and national levels, and examine mechanisms to ensure that the recommendations resulting from those fora lead to adjustments in policy making and implementation;

5.3.1.4 Identify successful experiences of local employment programmes in sub-Saharan Africa and the cadres responsible for their design and implementation to promote direct technical cooperation between developing countries.

Outputs

5.3.2 Knowledge generated and disseminated about mechanisms to promote coherent poverty reducing employment policies and programmes at the National, Regional and local levels and at the macroeconomic, institutional and programmatic levels.

Activities

5.3.2.1 Organise national or local workshops and seminars to assess the impact of investment policies on employment and poverty;

5.3.2.2 Organise regional technical workshops to assess the methodologies adopted to evaluate the impact of investment policies and to summarise the results obtained;

5.3.2.3 Document the results of different national experiences seeking to ensure coherence of investment led poverty reducing employment programmes (activity 5.3.1.3) and organise both national and regional technical workshops to assess results obtained;

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5.3.2.4 Provide the fora for an iterative process of learning between actors at the macro, mezzo, and micro levels.

5.4 **Immediate Objective 4:** Identify, document and spread the most important knowledge gained during the national execution of the activities undertaken by the project.

Outputs

5.4.1 Mechanism to store and disseminate the knowledge acquired during the execution of the programme created at the regional level during the initial phase of the project;

Activities

5.4.1.1 Identify the critical activities that must be documented and ensure that the results of the activities described under paragraphs 5.1.2.2, 5.1.2.4, 5.2.2.3, 5.3.2.1, 5.3.2.2, 5.3.2.3, and 5.3.2.4;

5.4.1.2 Create the facilities to process and store this information;

5.4.1.3 Explore the possibility to disseminate the results through the INTERNET by evaluating the facilities of access of network members, and explore alternative cost-effective dissemination methods;

5.4.1.4 Identify readily available information on best practices in the implementation of employment generating programmes at the local level and design dissemination methods for them. Such information can be easily obtained through other UNDP and ILO executed national and regional programmes such as ASIST, the International Small Enterprise Programme (ISEP), More and Better Jobs for Women, *"Appui associatif et coopératif aux initiatives de développement à la base (ACOPAM)"* and Enterprise Africa.

5.4.1.5 Organise regional seminars and workshops to build and strengthen African capacities in the design and implementation of investment led poverty reducing investment strategies at the national and regional levels.

Outputs

5.4.2 A regional institution selected and strengthened to house and disseminate the information gathered during the *final* phases of the project.

Activities

5.4.2.1 Identify suitable institutions that can process, store and disseminate information;

5.4.2.2 Strengthen the capacity of the institution to process, store and disseminate information;

5.4.2.3 Transfer the responsibility of the compilation and dissemination of the knowledge and experience acquired by the national networks to the selected institution.

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6 BENCHMARKS FOR SUCCESS

6.1 Establishment of at least eight (8) functioning National Networks in sub-Saharan Africa, advocating the implementation of investment-led poverty reducing employment strategies.

6.2 Production of Investment-led Poverty Reducing Employment (IPRE) reports in at least eight (8) of the project countries, which identifies the policy shifts needed for generating poverty reducing employment.

6.3 Evidence of a shift in national policies and strategies towards investment-led poverty reducing employment strategies in at least six (6) of the 10 project countries, as demonstrated from analysis of national investment programmes implemented after IPRE reports. Evidence of actual and potential employment generated.

6.4 At least 50-60 African experts fully trained in the design, and support to implementation of investment-led poverty reducing employment strategies.

6.5 Evidence of existence of regional networking mechanism between the regional project and national networks, and African regional and sub-regional institutions.

6.6 Pool of information (documents and computer-based) on best practices and successful experiences accumulated by the regional project, and evidence of same disseminated between regional network members and other African countries.

6.7 Regional institutions identified and trained in the accumulation and dissemination of information on best practices and successful experiences accumulated by the regional project.

6.8 Production of at least 75 per cent of anticipated project outputs.

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7 INPUTS

7.1 **Governments and National institutions.** During the first two years of the national implementation of the project the Government and / or other National Institutions will house and provide administrative support to the network secretariat. The national coordinator directing the secretariat will be funded the first two years by the regional project. The upkeep of the network might require further support by semi-independent institutions, once the aforementioned support is brought to an end. Assistance in the preparation of workshops and dissemination of results will also be required on an *ad-hoc* basis.

7.2 **ILO** The project will be housed in ILO's Addis Ababa premises, so no resources have been included in the request for UNDP financing for this expenditure estimated to add up to $25,000 US dollars per year. A total of $200,000 US dollars will be appropriated by the ILO's Africa Regional Department towards the compilation of data, and towards the project's support in this domain.

7.3 UNDP Funds under RAF 97/038 will be used to provide the following:

7.3.1 Personnel:

7.3.1.1 Resources are requested for a team of *three international experts* comprising a Programme Manager, who will also be a senior expert in public investment and labour market analysis for 4 years, a senior expert in employment and poverty analysis, and an expert on agriculture and rural development and employment issues for the first two years of the project. The international team will be assisted by two general service staff member who will supply administrative support and documentation services.

7.3.1.2 Provisions are made for *one international consultancy* in each of the ten countries to be covered by the regional project. These consultancies will be used in very specific conditions where local or regional experts are not available to deal with specific problems. Most of the funds requested have been concentrated on local subcontracting both to expand the pool of national expertise and to reduce the costs of consultancies.

7.3.1.3 Resources have also been included to engage one *local professional* to manage the national network secretariat for the first two years of the implementation of the project in each of the countries covered by the regional project.

7.3.1.4 In average, 9 local *subcontracts* are expected to be drawn during the execution of the project at the national level. These contracts cover the preparation of the employment effects of investment assessment; to recommend directions for reform of public investment programmes so as to improve their effectiveness in directly increasing employment and stimulating employment-generating private investment; to provide assistance to national authorities in revision of poverty reducing employment investment strategies, in particular as regard their sectoral composition, their labour content and their targeting; to examine alternative investment policies, their impact on employment and how the latter can reduce poverty; to assist national authorities in setting up institutions required to implement local investment schemes in labour intensive infrastructure, in enterprise creation, and in favour of specific population groups; to provide assistance to national authorities in use of existing data and to promote regular collection of employment and poverty information; to assist in the creation of formal or informal fora to discuss the relevance and impact of poverty reducing investment policies at the national, regional and national levels; and to assist in the preparation of national or local workshops to assess the impact of investment policies on employment and poverty.

7.3.2 In keeping with its training and advocacy focus, the project proposes the preparation of seven national *workshops or seminars* in each country covered. Five technical workshops or seminars will be held at the regional level to explore, and train in, possible ways of implementing investment led employment strategies, to identify sectoral composition of investment and to assess the functioning of the networks and the impact of the regional project.

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7.3.3 Data processing equipment is to be provided to the network secretariat in the ten countries covered by the project. Provisions are also made for equipment of the project staff.

7.3.4 Expenditures on reporting and miscellaneous items have been provided to ensure the dissemination of assessments and the adequate functioning of seminars and workshops at the national level.

8 RISKS

8.1 The work must be seen as being complementary to other work done in the public expenditure arena. The emphasis must be placed in advocating employment enhancing investment as a means to reduce poverty so as to underline the value added provided by the project that does not want to compete with either poverty analysis nor pure public investment reviews.

8.2 An important element of the broad strategy of the project is the establishment of a network of semi-independent national constituency or advocacy group, which requires the cooperation of a wide variety of institutions and interest groups at the national level. There is a risk that such cooperation may not be forthcoming from all the institutions The policies designed by such advocacy group may not be fully taken into account by governments in recasting national strategies and programmes for promoting poverty reducing employment.

9 PRIOR OBLIGATIONS AND PREREQUISITES

9.1 Prior obligations

9.1.1 None

9.2 Prerequisites

9.2.1 Before the commencement of project activities each participating country will provide written indication of its interest in being chosen as a project country, and its willingness to provide some support in kind, such as office space for the Secretariat of the national network and general support for the work of the national programme coordinator and the national network. The ILO will have given formal confirmation of its willingness to provide the contribution specified in the document.

9.2.2 The project document will be signed between the UNDP and the ILO, which will act as the Executing Agency for this project.

10 PROJECT REVIEWS, REPORTING AND EVALUATION

10.1 The project will be subject to the normal review and reporting requirements of all UNDP projects.

10.2 ~~The project manager (CTA) of the regional~~ project will be required to produce an annual work plan by the 31st of January of each year, for review by the ILO as the executing agency. The

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CTA will also be required to submit semi-annual progress reports to the ILO. The ILO on its part will be expected to submit annual progress reviews to the UNDP.

10.3 A small inter-country Advisory Council will provide advice to end review the operations of the regional project at least twice during the project's duration. The project shall be subject to a mid-term evaluation 24 months after the start of full implementation, and to a final evaluation three months prior to its scheduled termination. The organization, terms of reference and the precise timing of these evaluations will be decided following discussions with the UNDP, the ILO and the project's advisory group.

11 LEGAL CONTEXT

11.1 The project document shall be the instrument referred to as such in Article I, paragraph 1, of the Standard Basic Assistance Agreement between the United Nations Development Programme and the Governments of those countries which have signed such an agreement.

11.2 The following types of revisions may be made to this project document with the signature of the Chief of the Division for Regional Programmes (DRP) of the Regional Bureau for Africa (RBA) provided that he/she is assured that the other signatories of the project document have no objection to the proposed changes:

11.2.1 Revisions which do not involve significant changes in the immediate objectives or activities of the project but are caused by re-arrangement of inputs already agreed to or by cost increases due to inflation;

11.2.2 Mandatory annual revisions which rephase the delivery of agreed project inputs, or reflect increased expert or other costs due to inflation, or take into account agency expenditure flexibility.

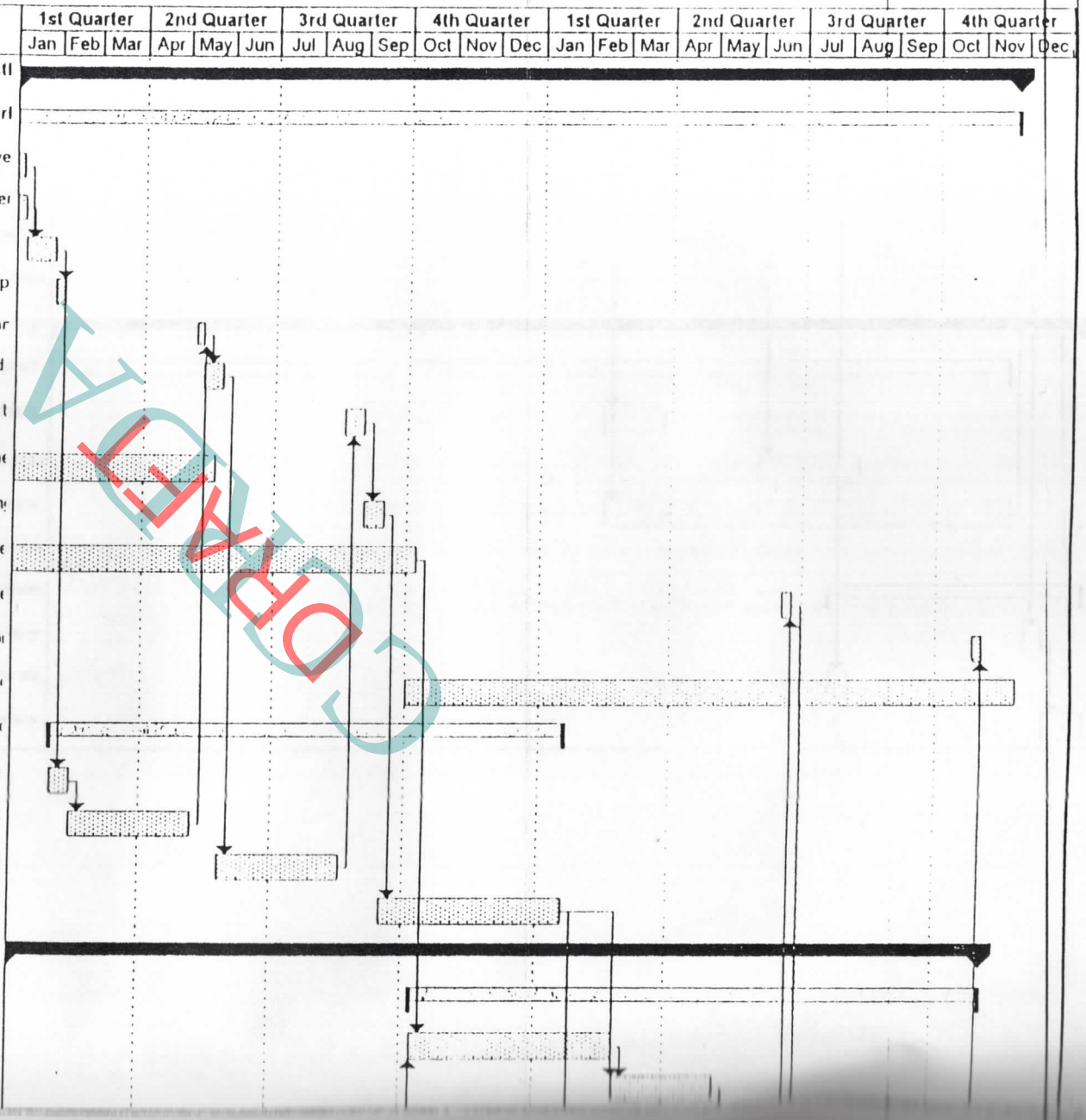
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12 BUDGET

13 ANNEXES

Annex I: Typical sequences of Project activities at National level

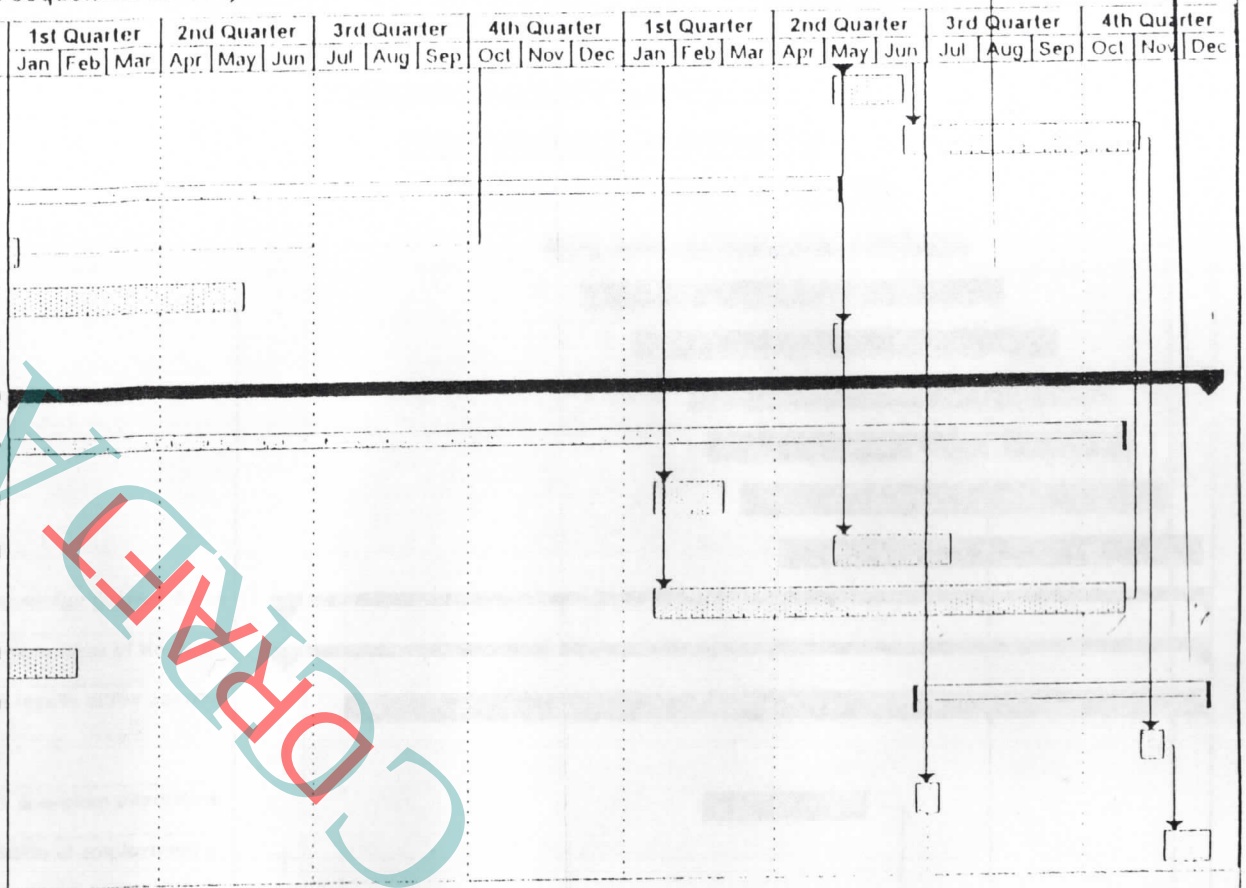
ID	Task Name
1	Immediate Objective 1: Develop the capacity of national and regional insti
2	A national network of individuals and institutions in the public and pri
3	Identify key members in key Government Ministries responsible for inve
4	Identify key members that can play a role in the definition of employmer
5	Engage national expert to act as local coordinator of the network
6	Set up both a national and a regional network for poverty reducing emp
7	Organise seminars for the assessment of the impact on employment ar
8	Publicize widely the results of the assessment of investment described
9	organise national workshops and seminars that would strengthen both t
10	Assist in the training and strengthening of research units to evaluate the
11	Publicize widely the results of the analysis of the employment generatin
12	Provide assistance in the organization and functioning of the national ne
13	Organise national or local workshops and seminars to initiate the debat
14	Develop mechanisms to sensitise African Regional and sub-Regional or
15	Establish, strengthen and manage the regional network on the applicati
16	Assessments of the employment created and poverty reduced of nati
17	Identify researchers and institutions capable of assessing public and p
18	Prepare an initial assessment of public and private investment, its sect
19	Recommend directions for the reform of public investment programmes
20	Identify, and conduct studies on specific sectors where investment polic
21	Immediate Objective 2: Develop the capacity of governments to recast stra
22	Advisory services and technical missions reports are provided in sup
23	Provide assistance to national authorities in the revision of poverty redu
24	Provide assistance to national authorities in the use of poverty maps an



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Annex I: Typical sequences of Project activities at National level

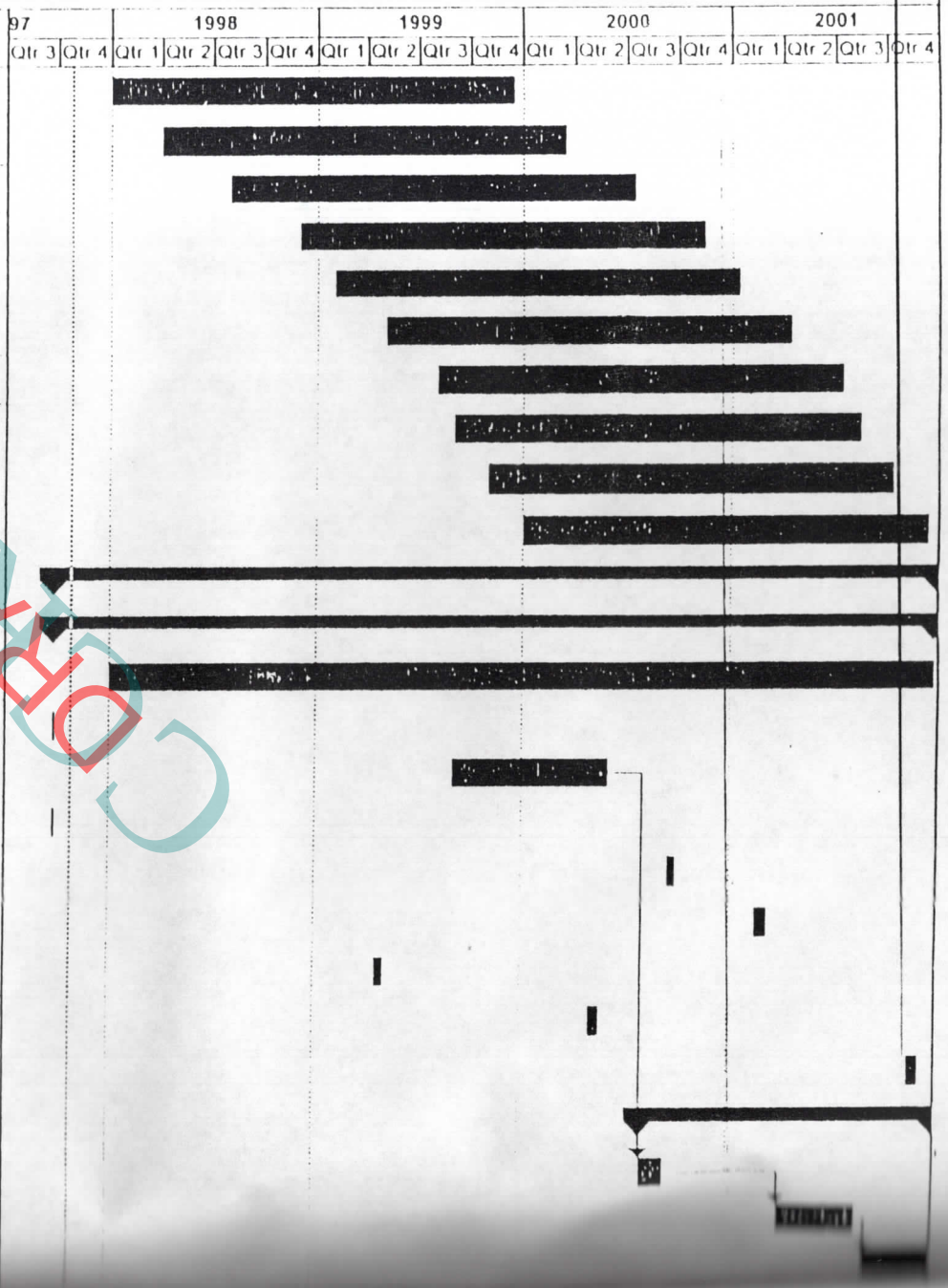
ID	Task Name
26	Suggest mechanisms to adopt or strengthen investment led national po
26	Identify successful experiences of national employment programmes in
27	African specialists trained through inter-country problem solving tech
28	Identify the officials responsible for the programming of investments,
29	Compile literature on best practices concerning targeted, poverty reduct
30	Organise seminars to examine alternative investment policies their impa
31	Immediate Objective 3: Develop the capacity of national partners to design
32	Advisory services and technical mission reports provided in support
33	Provide assistance to national authorities in the setting up of the structu
34	Provide assistance to national authorities in the use of existing data and
35	Promote the creation of formal or informal fora to discuss the relevance
36	Identify successful experiences of local employment programmes in sul
37	Knowledge generated and disseminated about mechanisms to promot
38	Organise national or local workshops and seminars to assess the impac
39	Organise regional technical workshops to assess the methodologies ad
40	Document the results of different national experiences seeking to ensur



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Annex II: Schedule of Project

ID	Task Name
1	Country 1 (Details in Annex I)
2	Country 2
3	Country 3
4	Country 4
5	Country 5
6	Country 6
7	Country 7
8	Country 8
9	Country 9
10	Country 10
11	Immediate Objective 4: Identify, document & spread the most important knowledge gained durin
12	Mechanism to store & disseminate the knowledge acquired during the execution of the pro
13	Identify the critical activities that must be documented & ensure that the results of the activitie
14	create the facilities to process & store this information;
15	explore the possibility to disseminate the results through the INTERNET & explore alternative
16	Identify readily available information on best practices in the implementation of employment g
17	Organise regional seminars & workshops (Seminar 32-08 in budget)
18	Organise regional seminars & workshops (Seminar 32-08 in budget)
19	Organise regional seminars & workshops (Seminar 32-09 in budget)
20	Organise regional seminars & workshops (Seminar 32-10 in budget)
21	Organise regional seminars & workshops (Seminar 32-10 in budget)
22	A regional Institution selected & strengthened to house & disseminate the information
23	Identify suitable institutions that can process, store & disseminate information;
24	Strengthen the capacity of the institution to process, store & disseminate information,
25	Transfer the responsibility of the compilation & dissemination of the knowledge & experience



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