



International
Labour
Organization

Enterprise development and job creation – cases from Myanmar, Afghanistan and East Timor

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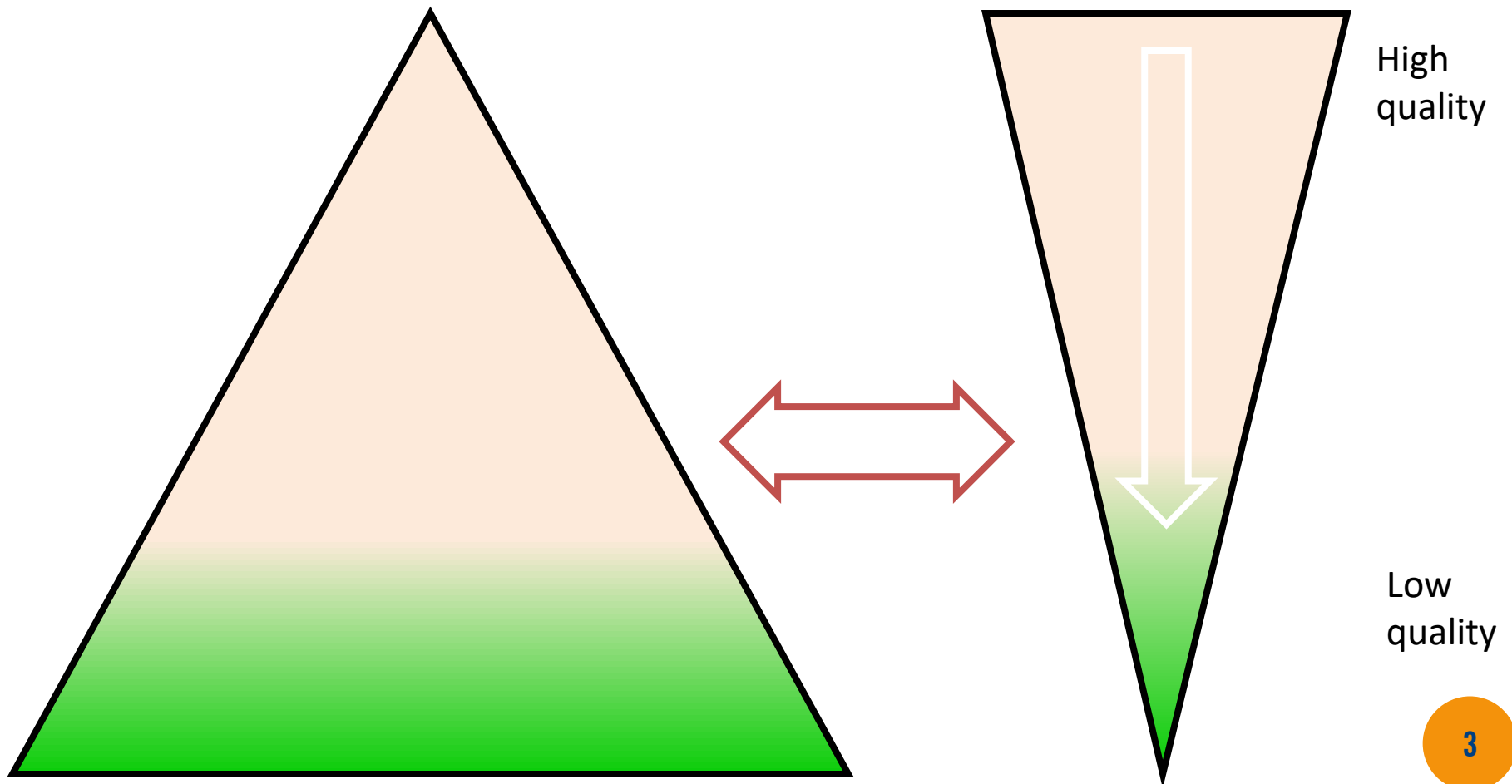
1. Enterprise Development at the ILO?
2. What approaches to use in conflict/postconflict?
3. Three examples
 - a. Start-up and business management training in cease-fire areas in Myanmar
 - b. Grape/Raisin Value Chain development and the use of mobile phone services in northern Afghanistan
 - c. Measuring job creation in horticulture value chain development in East Timor
4. Conclusions



1. Enterprise development at the ILO: Jobs

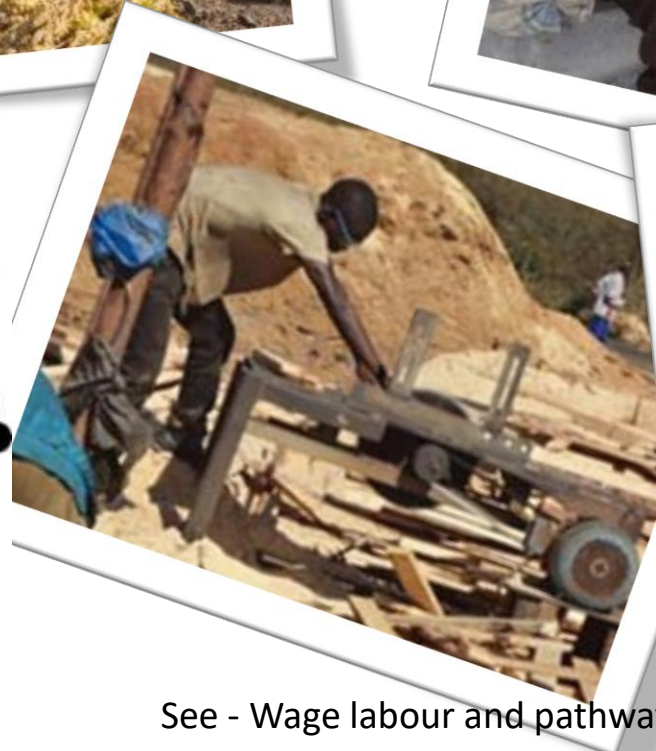
Employment contribution by
enterprise size:

Employment conditions by enterprise
size:





the poor as workers — idea of a ‘job’





2. What approaches in conflict/postconflict?

- Situations very diverse
 - Restrictions of mobility (Afghanistan, Myanmar)
 - Absence of business support institutions (Afghanistan, Myanmar, East Timor)
 - Absence of institutional capacity
 - Volatility and rapid changes
 - Etc.
- Understand markets and business environment
- Keep it local and simple
- Work with existing market structures, TC actors, non-business actors
- Use technology to overcome movement restrictions



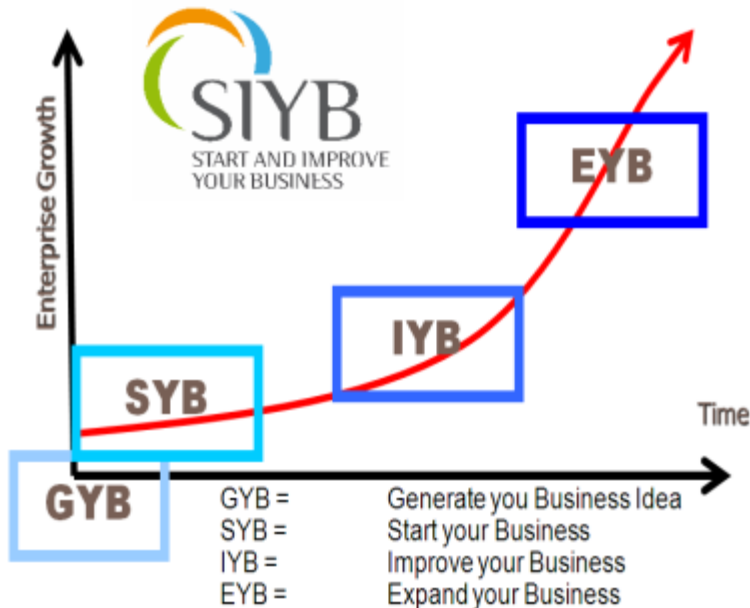
2. What approaches in conflict/postconflict?

Two main types of interventions



Keeping it simple
(Myanmar)

Work with market actors in
sectors with potential
(Afghanistan, East Timor)

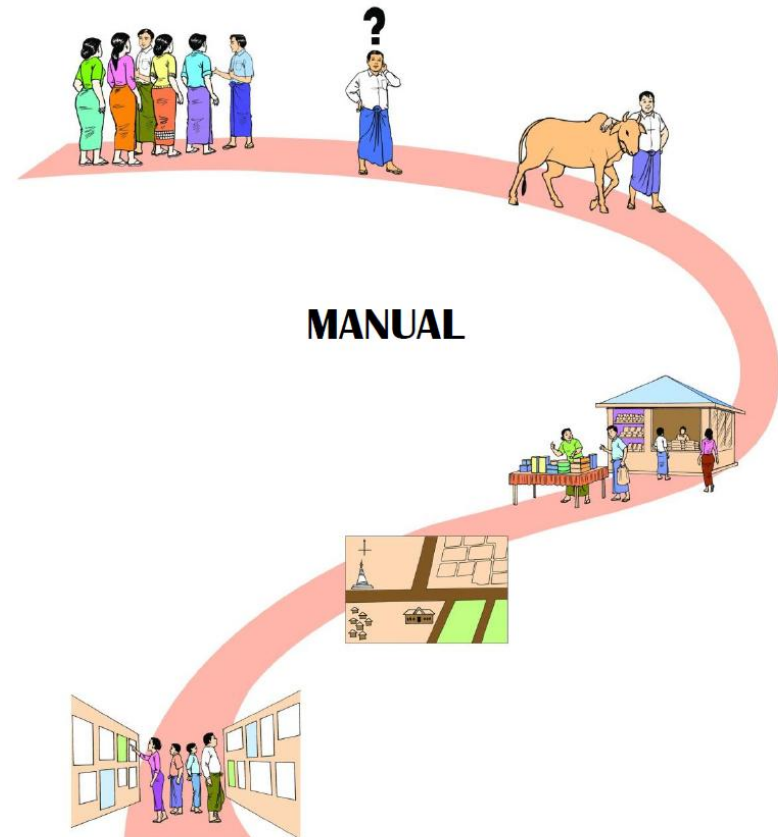


The market system



3. a) Myanmar

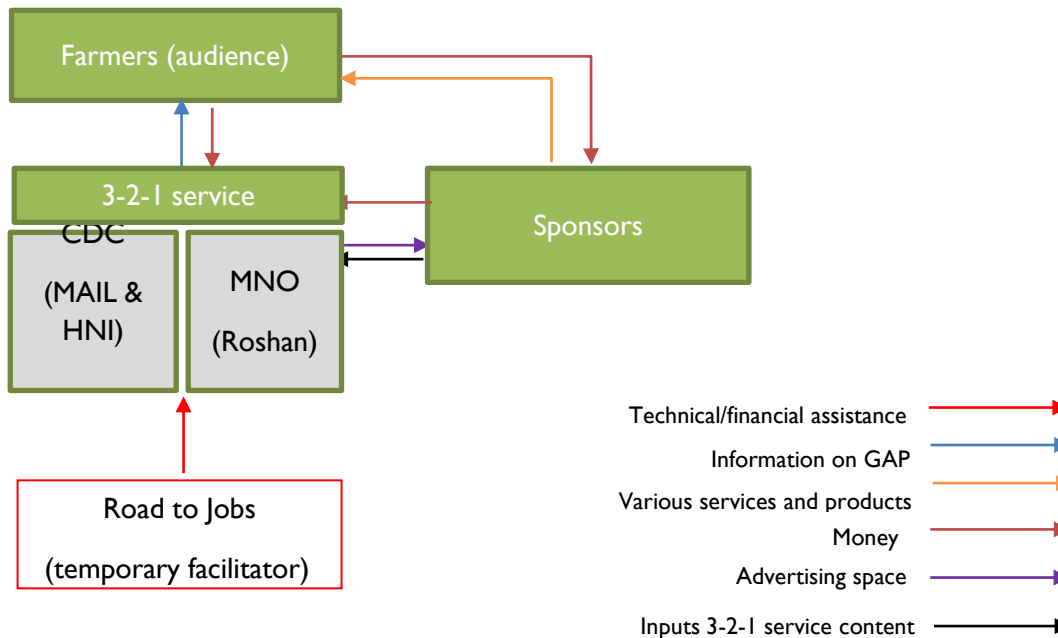
- NORAD funded business management training project in Myanmar (2014-2017) using SIYB. 3.5 mi US\$
- Interventions in cease-fire areas cut-off from the rest of the country
- No BDS infrastructure
- Community based organizations
- Training of community based facilitators for half-day business awareness training
- Linking to established BDS Network





3. b) Afghanistan

- SIDA funded Road To Jobs (R2J) project in Northern Afghanistan
- Need for improved farming practices in Grapes/raisins
- Mobile phone operator Roshan and the 3-2-1 helpline for farmers
- Overcomes mobility restrictions
- Potentially large outreach



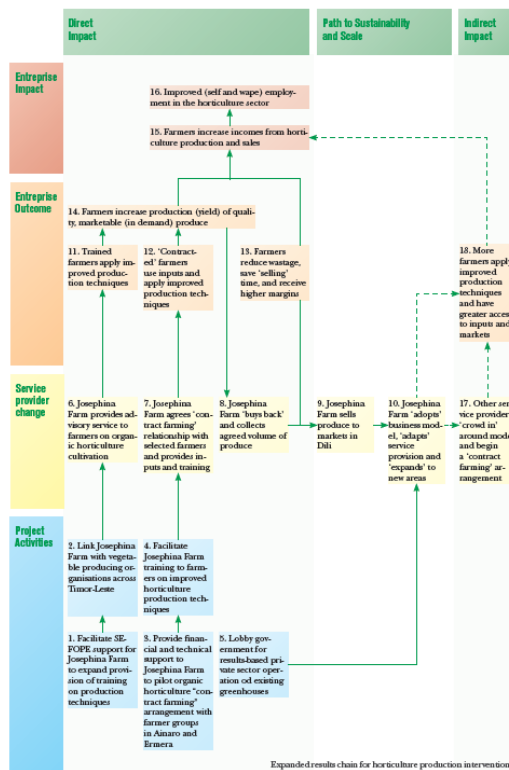
Source: Adapted from the Springfield Center (2014)





3. c) East Timor

- BOSS, a Irish Aid and NZ Aid funded 13 mio US\$ Project on institutional strengthening and VCD
- First contract farming model introduced in rural Timor
- Building on individuals more than on established business models





4. Where we work

ILO-UNHCR- Egypt, Costa Rica, Zambia, Pakistan and South Africa:
targeting sectors for refugee livelihoods

Mexico : tourism

El Salvador:
livestock,
agriculture

Peru: quinoa,
wood-furniture

Cabo Verde:
tourism,
creative industries

Zambia: construction,
agribusiness (soybean and fish)

Mozambique: building construction

Global (Geneva and Turin)

- Training (VCD, MRM, market facilitation)
- Global guidance (VCD, working conditions, sector selection)
- DCED Global Seminars/ UN VCD Group

Afghanistan:
grape/raisins, sheep,
almonds, dairy, cotton

Nepal: tea, ginger, milk
and cardamom

Myanmar: garments,
fisheries, chili

Ethiopia: Rapid
Market Assessments

Tanzania: apiculture,
horticulture, tourism

Timor-Leste: Meat,
horticulture, tourism



Thank You !

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More on value chains and jobs:

www.ilo.org/valuechains

www.ilo.org/thelab



MARKET SYSTEMS
DEVELOPMENT FOR
DECENT WORK

MEASURING JOBS



the good
the bad
& the ugly



International Labour Organization



Impact case study: BOSS in Timor-Leste



“Improving employment in the horticulture sector”

Target group: Poor smallholder farmers in rural areas (self-employed). Owning less than 1ha, already cultivating vegetables.

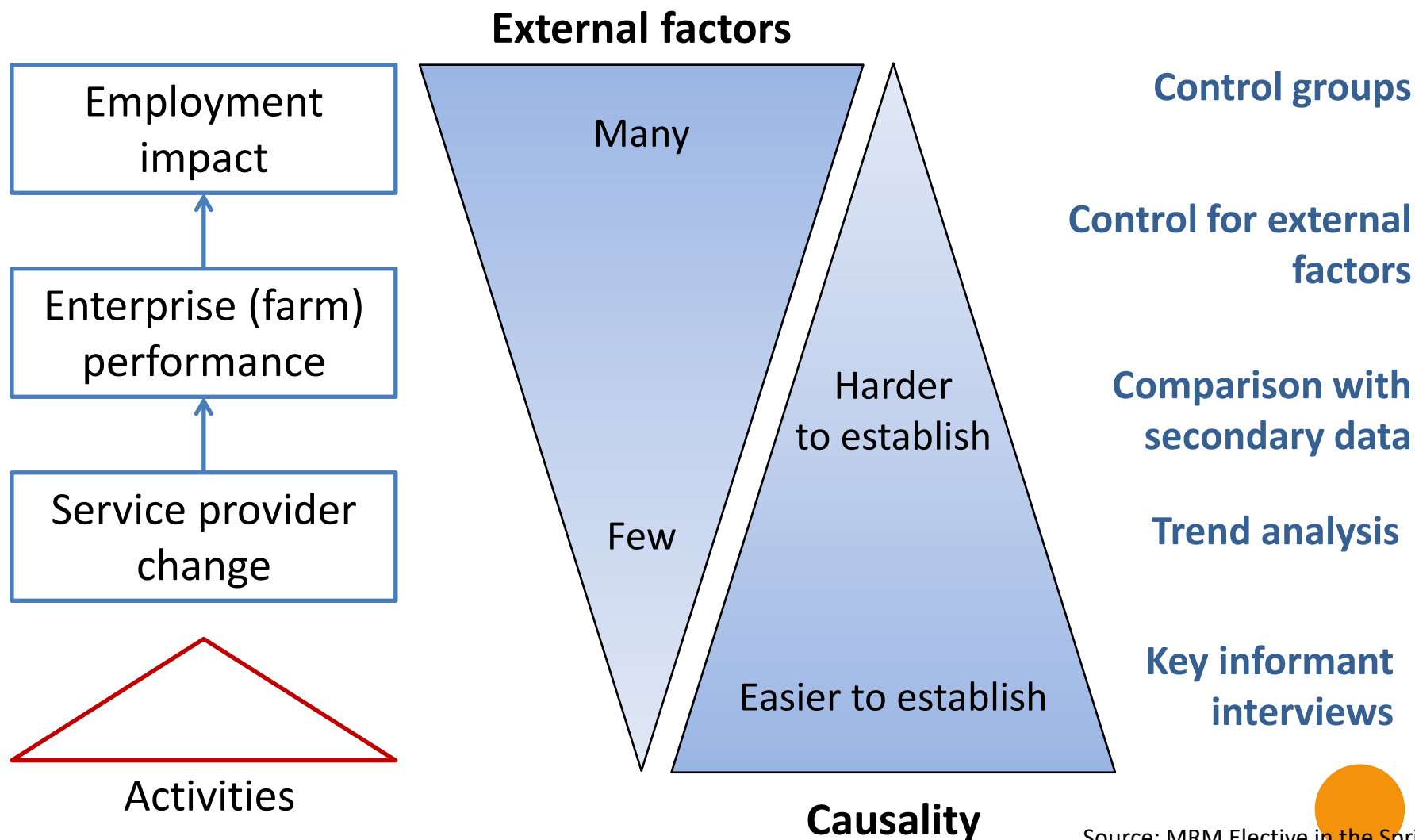
Jobs ‘problem’: Low rural labour productivity, mainly subsistence farming (due to lack of inputs and market-selling opportunities).

Intervention strategy: Stimulate behaviour change in vegetable ‘collectors’ - piloting a contract farming model, which would lead to more productive on-farm employment.





Choosing a counter-factual



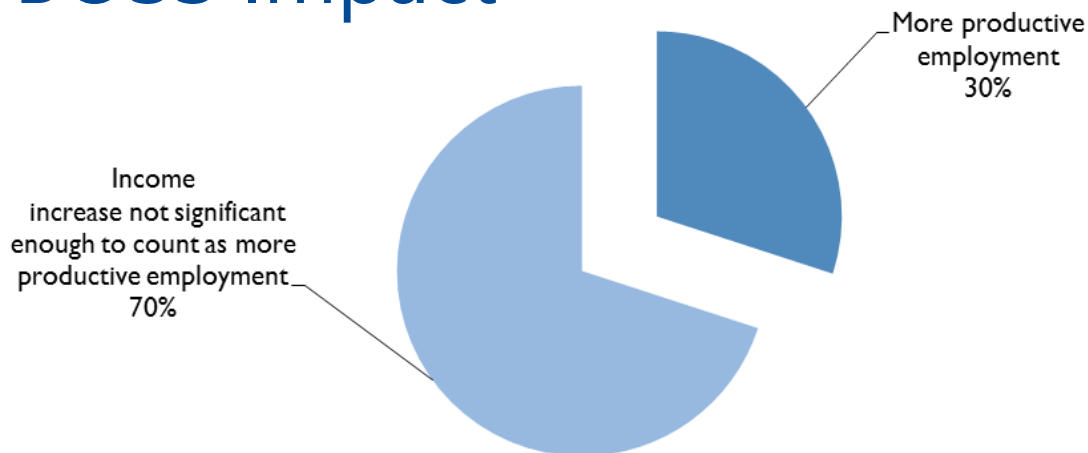


BOSS: Changes in on-farm employment

- How to measure 'improved' employment among smallholder farmers?
- Productive employment = employment yielding sufficient returns to labour to permit the worker and her/his dependents a level of consumption above the poverty line
- Not just net additional income
- Need to know how significant the income increase was relative to poverty profile (to see whether it 'improved' their job)



BOSS Impact



- Average NAIC \$274 per farming enterprise, but only 30% more productively self-employed
- Gap for those to reach threshold – double current NAIC. Feasible to close poverty gap in current jobs/sector?
- Strategic pivot: to non-farming sectors (e.g. tourism) for structural transformation (job creation)