



Building a future with decent work  
*for young people*



International  
Labour  
Organization

Promoting Jobs  
Protecting People



Danish International Development Agency  
(DANIDA)



Realising the Potential  
of Africa's Youth

# PROGRAMME

## Overview

### What We Do

The Skills for Youth Employment and Rural Development Programme is a 5 year partnership between the ILO and the Danish Africa Commission which is supporting the social partners in Zimbabwe (Benin and Burkina Faso) – government, trade unions, employers and civil society organizations – to address the challenges of youth employment and rural development. The development objective of the ILO Skills Programme is to strengthen skills development systems that improve employability, promote access to employment opportunities and increase incomes for inclusive and sustainable growth.

The immediate objective of the Skills Programme for the period 2010 – 2014 aims to achieve quality improvements in traditional apprenticeships in the informal economy, and market driven community-based technical and vocational skills development in rural areas to close the skills gap and equip

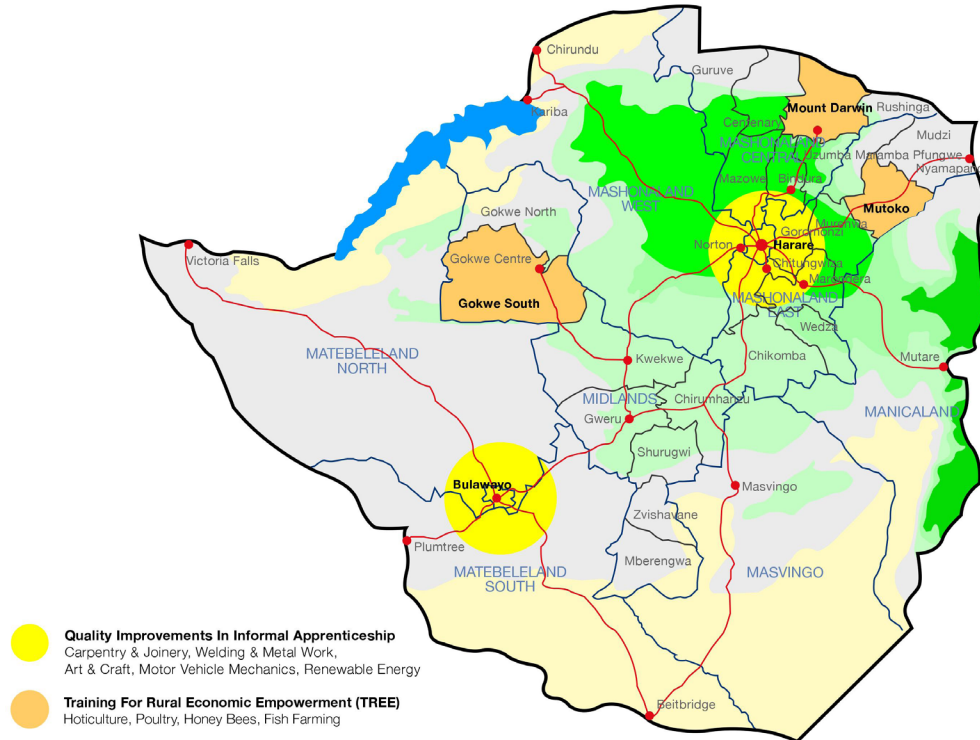
more young women and men in the informal and rural economy with skills that will improve their employability in more productive and decent work. The skills training strategy focuses broadly on two main areas of action:

- 1) introducing the ILO's Training for Rural Economic Empowerment (TREE) methodology in rural communities, and
- 2) improving the Quality of delivery of training in Informal Apprenticeship (QIA) in the informal economy. The post-training strategy includes making microfinance and business development service markets work for youth and their self-help groups or cooperatives. And in order to ensure local ownership and sustainability, national and local stakeholders are trained and actively engaged in the design and implementation of the programme tools and methodology.



# PROGRAMME

Map



In addition, the programme approach pays attention to value chains and assures clear roles for the private sector – for example farmers’ organizations, input suppliers, warehouse operators, buyers, traders, and manufacturers are involved in skills training as trade or industry experts. Evidence suggests that once the subsistence requirements of the producers’ families and local communities have been met, there are three main sources of demand: export markets (international and regional), domestic urban markets, and food processing. As such, the involvement of the private sector is vital to facilitate access to high value markets.

By the end of 2014, the number of beneficiaries who are in employment, either wage-employed or gainfully self-employed, or who have increased their income is expected to reach 4,480 (70% of the total beneficiaries) with 2,380 from the TREE program and some 1,400 apprentice graduates and 700 master craft persons from Informal Apprenticeship program.

# SOCIAL Partners



Involving social partners - government, trade unions, employers and civil society organizations - in programme design and implementation is critical to building the consensus and partnership that makes the ILO Skills Programme succeed. It also creates additional value for social partner investments in good worker protection and industry competitiveness in local and global value chains.

At national and local levels, the Skills Programme facilitates training on programme tools and methodologies as well as exposure to local and regional good practices. The chief motive is to build national and local capacity and capability to design and implement skills training programs for youth employment and rural development.

The institutional framework and implementation mechanism of the Skills Programme consists of a tripartite national steering committee (NSC) and technical working group (TWG) who provide policy influence, implementation advice and guidance as well as district implementation committees (DIC) at grassroots level with the ILO acting as a Secretariat. These tripartite structures hold periodic progress meetings, embark on programme site visits and participate in study tours. The Ministry of Youth leads and chairs the NSC and TWG. EMCOZ and ZCTU are co-chairs. At grassroots level, the DIC is led and chaired by the District Administrator under the Ministry of Local Government, Rural and Urban Planning. The DIC is supported by Youth, Gender and Community Development Field Officers acting as their Secretariat.

In addition, a youth skills and employment desk has been established within the ZCTU, EMCOZ and MYDIE to spearhead local ownership, sustainability and integration into national policies and programmes so that skills development continues to be seen by government and social partners as a viable strategy to tackle youth unemployment and rural development.



## Ministry of Youth Development, Indigenisation and Empowerment (MYDIE)

The visions of the Ministry of Youth Development, Indigenisation and Empowerment vision is to achieve true empowerment of Zimbabwean youths and indigenous citizens.



## Zimbabwe Congress of Trade Unions (ZCTU)

The Zimbabwe Congress of Trade Unions (ZCTU) is the umbrella body of all labour unions in Zimbabwe with more than 33 trade unions since February 28, 1981 when it was formed.



## Employers Confederation of Zimbabwe (EMCOZ)

Employers' Confederation of Zimbabwe (EMCOZ) is a member of the International Organisation of Employers (IOE) and the Pan-African Employers' Confederation (PEC).



# RURAL SKILLS TRAINING

## Training for Rural Economic Empowerment (TREE)

Training for Rural Economic Empowerment (TREE) is a local economic development methodology developed by the ILO EMP/SKILLS Department to promote market driven community-based technical and vocational skills development in rural areas in order to expand training and employment opportunities for disadvantaged groups such as women and youth. ILO TREE Programmes have been successfully completed in a number of developing countries including Bangladesh, Philippines, Pakistan, Sri Lanka, Niger, Burkina Faso and Madagascar.

The approach differs from conventional vocational training programmes in three main ways: by identifying potential income generating activities and related training needs before designing the contents of specific training programmes; by involving the local community and social partners directly in each phase of the identification, design and delivery process; and by facilitating the necessary post-training support, including guidance in the use of production technologies, facilitating access to credit, and providing assistance in group formation to ensure that individuals or groups can initiate and sustain income generating activities.

# TREE Projects



## Fish Farming

The fisheries sector helps alleviate poverty in many parts of the world. Over one billion people rely on fish as a main source of protein, many of them in developing countries. With the rivers in Zimbabwe being over fished and the general public being urged to increase their consumption of fish for health reasons, small scale 'environmentally friendly' fish farming systems in rural communities hold the potential for bringing food security and green jobs to many young people and their families. Our TREE program is empowering youth fishing cooperatives in Norton and other rural areas with expertise from the Aquaculture Trust, University of Zimbabwe and private sector companies such as Lake Harvest.



## Poultry

The consumer buyer behaviour in Zimbabwe is shifting from meat and pork products to chicken due to high domestic prices as compared to lower wages especially in the public sector. In addition, the current import ban of cheap and genetically modified poultry products due to the concerns raised by health conscious consumer pressure groups has widened the supply gap and created a unique window of opportunity for local producers. Youth in Mount Darwin are benefiting from the TREE program with support and links to large scale poultry producers such as Irvines and Hubert Davies

## Horticulture

The horticultural sector is considered strategic in terms of high employment opportunities since most production systems are labour intensive. According to industry experts and the Horticulture Council of Zimbabwe, on average a horticulture project has the potential to create 25 to 30 jobs per hectare. There are also high employment opportunities for women, who tend to be more productive than men in harvesting, grading and sorting of products. The horticulture sector has numerous downstream benefits in the packaging, processing, input suppliers and transport industries.

According to recent reports, the demand for horticulture in Zimbabwe is resulting from a growing demand from an improvement in consumer demand and capacity utilization of the local and regional industry. The TREE program in Gokwe South, Marondera and Mutoko is working with local partners and industry experts to skill youth and enable them to respond to the demand for horticulture output in local and regional markets.



## Honeybees

Honeybees are vital to plant and grassland eco-systems. Wildlife appears to be dependent upon both. Honeybees are good biological indicators because their death or residues indicate the chemical impairment or disruption of the environment they live in. Beekeeping is an ecologically and technically appropriate form of a life-sustaining source of green jobs and incomes for many out of the school youths in some of the poorest rural areas of Zimbabwe. The input costs are relatively low being less than 50% of the income generated, making beekeeping a thriving business that can contribute invaluable to rural household incomes. With adequate input and training, local small-scale honey production in Zimbabwe could satisfy the local market demands and long-term growth and sustainability could lead to export potential.

Youths benefiting from the TREE program in Gokwe South are changing from traditional practice and techniques using beehives made from tree trunks to more productive skills to meet the local and regional demand for good quality organic honey using environmentally friendly Kenyan top bar beehives made from waste timber from local saw mill and carpentry plants of Border Timbers Limited.

# Informal APPRENTICESHIP

Another principal programme strategy is to address shortcomings in systems of informal apprenticeship. Informal apprenticeships are widespread and by far the most important source of skills training in Zimbabwe and most African countries. They are entrenched in local traditions and culture and follow a range of informal rules that are based on reputation and social norms. The quality of such systems can be improved through a variety of measures including access to new skills and technologies, improved training standards, provision of basic skills such as literacy and numeracy, improved access of young women to male dominated trades and improved formal recognition of skills acquired in the informal economy.

The quality improvements in informal apprenticeship (QIA) program is taking an incremental, mainly bottom-up approach to support informal apprenticeship training to avoid disturbing the subtle balances underpinning it. The programme is working with Industry Experts to improve the business of Craftpersons in selected demand driven trades – Art and Craft, Welding and Metal Work, Carpentry and Joinery, Motor Vehicle Mechanics and Renewable (Solar) Energy. Craftpersons are in turn providing on-the-job skills training and mentoring youth for wage and self employment opportunities with the assistance of technical and vocational training centres in Bulawayo, Chitungwiza and Harare.





# Informal APPRENTICESHIP Projects



## Art and Craft

According to the World Travel and Tourism Council evidence shows Zimbabwe's tourism and hospitality industry is expected to become one of the world's fastest growing sectors between 2011 and 2021, with a growth rate of 6,9 percent per annum and annual revenue earnings of over US\$850 million, which in turn will boost the demand for Art and Craft. The Bulawayo Art and Craft Centre is implementing the QIA programme with Craftpersons and Vocational Training Centres in Bulawayo.



## Welding and Metalwork

Construction Industry Federation of Zimbabwe is expecting the construction sector to grow by 10 percent in 2011 with improvement in economic growth and increasing incomes and wages. Already our recent research shows the domestic demand for construction products such as door and window frames, security gates and screens is among the factors driving growth in the welding and metal work sector particularly in the informal economy. The QIA program is supporting welding and metal work associations of Craftpersons in Bulawayo and Chitungwiza working with industry experts to improve their businesses and in turn offer informal apprentice opportunities to youth

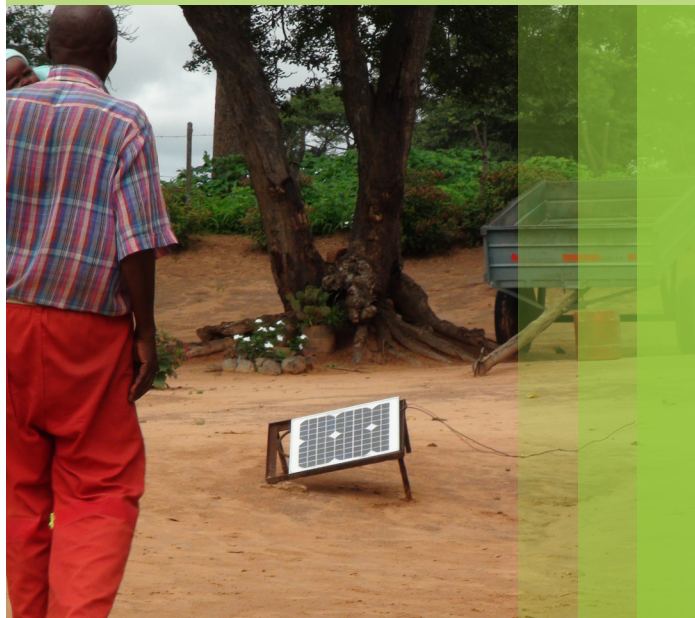
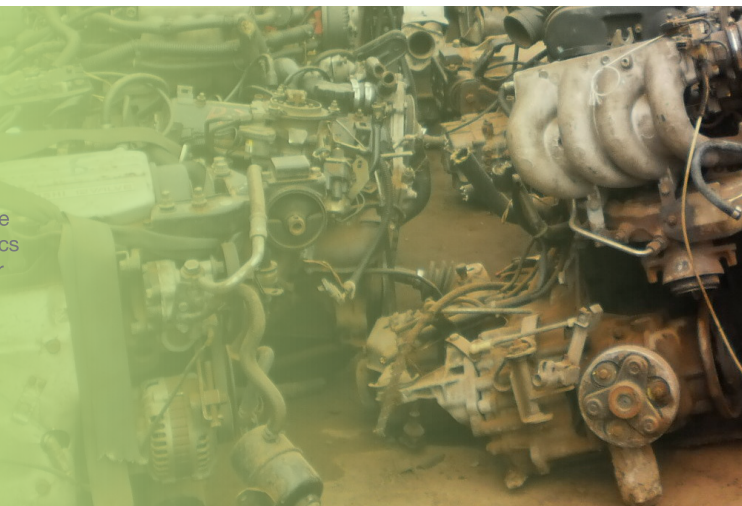


## Carpentry and Joinery

Ironically, as the recession in Zimbabwe aggravated, larger formal furniture companies plunged into a viability crisis, which saw them scaling down operations or closing down and surrendering market share. With amazing resilience, the small-scale furniture makers stepped into the void and struck lucrative supply and procurement deals with furniture retailers who, for the first time, began to stock products from an industry previously considered a grey market. The economic crisis also eroded incomes such that the demand for low-cost, home-made household and office furniture increased. The 'secondary' informal industry is now more integrated with the formal economy through supply links that cut across the value chain. Youth in Glen View, Harare and Kelvin North, Bulawayo are bubbling under Carpentry and Joinery Craftpersons to gain wage or self employment in the furniture industry.

## Motor Vehicle Mechanics

Zimbabwe reported a 36% jump in the number of imported vehicles in 2011. This surge comes on the back of reduced excise duty in the 2011 budget and the relative economic stability in the dollarized economy. The majority of the imported vehicles are second hand cars from Japan and Singapore. Use of informal motor vehicle mechanics to maintain and repair imported second hand cars has become extensive because for most people licensed franchises are very expensive and some of these companies are reluctant to service some of the older models of their brands because they fail to obtain genuine spares. Opportunities exist for youth with motor vehicle mechanical skills in testing, repair and maintenance of second hand vehicles. Our QIA program is supporting youth working under Craftpersons in Chitungwiza to harness on-the-job motor vehicle mechanical skills for wage and self employment. Young Africa Skills Training Centre is providing orientation of Apprentices.



## Renewable Energy

Electricity is critical for providing basic social services, including health and education, and for powering machines that support income-generating opportunities, such as food processing, apparel production, and light manufacturing in rural and urban areas. The current chronic power shortage in the country and regular power cuts caused by load shedding has stimulated the acquisition of generators and battery back-up inverter sets raising the demand for maintenance services. According to recent research, on average in Harare one out of ten households owns a solar hot water system and most of the systems were installed during the last ten years out of which up to 40 % might not be in perfect working condition anymore. The institutional and rural household sector also provides a potentially large market. About 5 percent of rural households are connected to the electricity grid, with small solar home systems (SHS) and the use of car batteries being common. Technical, business and organisational skills to install and maintain systems, manufacture or supply quality components, and manage the administration and financial aspects of schemes are often in short supply at a local level. This has opened the door for youth who would like to acquire the renewable energy skills to set up the missing infrastructure for product back-up and maintenance. The QIA program is working with small scale energy companies, training institutions and NGO's to improve youth skills to install and maintain solar energy systems.

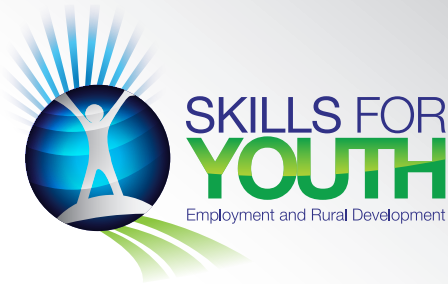
# Making microfinance WORK FOR YOUTH



The Zimbabwe financial sector is still experiencing serious problems, including liquidity, non-performing loans and poor corporate governance vulnerabilities. Some banks are also failing to pay their statutory reserves while others are heavily exposed to industry failure. The majority of Microfinance Institutions, Savings and Credit Cooperatives and Self-help groups collapsed with the introduction of the new multi-currency system without any conversion from the abandoned Zimbabwean dollar. As demand for funds across the whole economy continues to outweigh supply, interest rates are currently very high, at around 15% to 75% per annum or worse for those without collateral, making borrowed money very expensive. This dampens and weighs heavily on growth and poverty reduction prospects.

The Youth Microfinance Challenge Fund for young people in the rural and informal economy is a risk guarantee fund which enables youths and Craftpersons who normally lack collateral security to access credit and related services from financial service providers such as Microfinance Institutions and Banks. It is also in part a grant scheme helping skilled youth savings and credit cooperatives and self-help groups to regenerate.

The first objective of the Fund is to make microfinance markets work for youth by facilitating post training access to group and individual business loans for youth seeking self employment upon completion of TREE and QIA skills training programs. The second objective is to assist Craftpersons to access markets, working capital, appropriate tools and improve their work practices for better business which in-turn creates demand driven informal apprenticeship and wage employment opportunities for youth in the formal economy.



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Closing the skills gap

*for* youth development & empowerment



Government of  
Zimbabwe



Zimbabwe Congress of  
Trade Unions (ZTCU)



Employers Confederation of  
Zimbabwe (EMCOZ)



Zimbabwe Association of  
Microfinance Institutions  
(ZAMFI)