

**THE EUROPEAN UNION EMERGENCY TRUST FUND FOR STABILITY AND
ADDRESSING THE ROOT CAUSES OF IRREGULAR MIGRATION AND
DISPLACED PERSONS IN AFRICA**

**Action Fiche for the implementation of the Horn of Africa Window
T05-EUTF-HOA-ET-42**

1. IDENTIFICATION

Title/Number	Leather Initiative for Sustainable Employment Creation (LISEC) in Ethiopia		
Total cost	Total estimated cost: EUR 13,750,000 Total amount drawn from the Trust Fund: EUR 13,750,000		
Aid method / Method of implementation	Direct management and/or indirect management <input type="checkbox"/> Delegation Agreement with UNIDO <input type="checkbox"/> Grants contracts <input type="checkbox"/> Service contracts		
DAC-code	16020 13010 32120 32163 11330 25010 14050 43030 15170	Sector	Employment Migration Industrial development Leather Vocational training Business support services and institutions Environment and Waste management Urban development Women and youth

2. RATIONALE AND CONTEXT

2.1. Summary of the action and its objectives

The action contributes to the **objective (1) to create greater economic and employment opportunities, especially for young men and women and (4) to improve governance and conflict prevention** of the EU Trust Fund, as well as on the **Valetta Action Plan Priority Domain 1**, Development benefits of migration and addressing root causes of irregular migration and forced displacement by boosting socio-economic development, particularly by creating job opportunities, especially for young men and women.

It responds to the Sustainable Development Goals (8) Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all and (9) Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

According to demographic projections, more than two million young Ethiopians enter the labour market every year. Lack of economic opportunities to absorb a large labour supply,

coupled with marginalization, natural disasters, and food insecurity create a set of complex drivers that act as push factors for rural-urban migration as well as international migration. The opportunities for rural migrants in urban areas are limited, and life in cities frequently does not meet migrants' expectations, perpetuating the dream of international migration. The lack of economic opportunities being one of the major drivers of migration, there is a need to create long-lasting and decent employment opportunities in urban areas within economic priority sectors that add value and are export oriented, generate high employment, have potential competitive and comparative advantages, and have multiplier effects for other sector-related industries.

Despite its impressive economic growth, Ethiopia remains at a very early stage in its economic structural transformation, and industrial sector expansion is essential for sustained long-term growth and poverty reduction. Thus, the Government of Ethiopia has developed a national industrial policy with a focus on the creation of several industrial and agro-industrial parks on those economic sectors that potentially have the greatest benefit for the development of the economy. This proposal is anchored to Modjo area in Oromia Regional State, with the aim at promoting industrial symbiosis among tanneries, small leather manufacturers and other suppliers linked to the leather and leather products value chain.

The **overall objective** of the action is to create greater economic and decent employment opportunities, especially for young men and women through the development of the Ethiopian leather industry in Modjo.

The **Leather Initiative for Sustainable Employment Creation (LISEC)**'s intervention logic is to contribute **to the reduction of irregular migration from Ethiopia by creating greater economic and decent employment opportunities for young men and women** through the development of Modjo leather city and Ethiopian leather industry value chain, one of the sectors identified in the Ethiopian's Growth and Transformation Plan II (GTP II) as having the potential to boost the growth of the economy. This programme proposes a new vision towards inclusive and sustainable industrial development that protects the environment and supports social inclusion.

In order to achieve the main programme goal, LISEC has been structured following a comprehensive approach with two main components aiming at: (i) Advancing economic competitiveness by strengthening the leather value chain; and (ii) Strengthening social cohesion by supporting local economic and social development initiatives, especially for women and youth living in Modjo area; and enhancing industrial and labour relations in the MLC. These two interlinked components will be coordinated and monitored closely by the EUD under centralized management.

The geographical coverage of the action focuses on the Modjo Leather City and nearby communities in the Oromia region.¹ However it is expected that the leather value chain will have a multiplier effect reaching upstream actors like slaughtering houses, as well as tanneries and Micro, Small and Medium enterprises (MSMEs) located in other regions across the country.

¹ Based on figures from the Central Statistical Agency in 2005, Modjo has an estimated population of 39,316 of whom 19,278 were males and 20,038 were females. According to the 2007 CSA population and housing census, the total population of the Oromia National Regional State was 26,993,933 (consisting of 13,595,006 males and 13,398,927 females).

2.2. Context

2.2.1. Country context

Located strategically at the crossroads of the Africa, Middle East and Europe, Ethiopia is a country of destination, transit and origin of migrants and refugees. With around 95 million people (40% of the whole Horn of Africa) and more than 880,000² refugees from Somalia, South Sudan and Eritrea, the country -despite double-digit economic growth over the last decade- is experiencing economic, social and environmental challenges that need to be urgently addressed.

Despite reported improvements in human development indicators, declining poverty, and impressive economic growth, Ethiopia remains at a very early stage in its economic structural transformation. With 84% of the total population living in rural areas, Ethiopia is one of the least urbanized countries in sub-Saharan Africa, with approximately three-quarters of the population engaged in agricultural activities. Thus, recurrent climate phenomenon such as El Niño have a tremendous impact in the country as it leads to 1) depleting livelihood assets of a large proportion of the population, eroding the resilience capacity among vulnerable communities; 2) acceleration of displacement and forced migration of affected vulnerable people to urban areas and beyond; and 3) increasing stress on existing natural resources.

With over 51% of the Ethiopian population being active (15-64 years old)³, and about two million young Ethiopians entering the labour market every year, the challenge for socioeconomic integration is immense. If not addressed, the lack of decent employment opportunities across different sectors, the incapability of the labour market to absorb new labour supply, the depletion of natural resources, coupled with recurrent natural disasters, will continue fuelling the drivers of forced displacement and migration in Ethiopia.

Acknowledging the importance of Ethiopia as a key country of origin, transit and destination of irregular migrants and refugees from the Horn of Africa, the EU and the Ethiopian Government signed a joint Declaration for a Common Agenda on Migration and Mobility (Camm), under which the two parties agree to cooperate on issues of international protection and refugees' needs, legal migration and mobility, irregular migration, smuggling and trafficking in human being and development policy. In this context, LISEC will be closely coordinated with the « Jobs Compact Initiative » currently at formulation stage notably with regards to migration dynamics and refugee populations' skills assessment.

2.2.2. Sector context: policies and challenges

Among the five sectors⁴ identified in the GTP II (2015/16- 2019/20) as having the potential to boost the growth of the economy and contribute to the industrial transformation towards light manufacturing, the leather sector enjoys significant international comparative advantages owing to its abundant and potentially available raw materials⁵, large trainable workforce combined with low utility prices.

² UNHCR, September 2017.

³ Ethiopian Socioeconomic Survey (ESS), 2013/2014.

⁴ Agro-processing, textile and garments, leather and leather products, chemicals and metal industries.

⁵ Ethiopia has one of the world largest livestock populations with: (i) 52 million cattle population that makes the country ranking 1st in Africa and 6th in the world; (ii) 27 million sheep population that makes Ethiopia 3rd in Africa and 10th in the world; and 23 million goat population which makes Ethiopia 3rd in Africa and 8th in the world; and

At global level, firms in developed countries dominate the higher value-added segments of the leather global value chains (designing, branding, marketing and retailing), while several developing countries (e.g. India, Indonesia and Vietnam) with abundant labour have successfully engaged in low value-added functions, in line with their labour cost advantage. Ethiopia is in a similar situation, but has the additional asset of a large potential of raw hides and skins from domestic livestock breeding.

The value of global trade in leather, footwear and leather products in 2015 was estimated at around USD 160 billion (Ethiopia currently represent less than 1% of this global market), with a strong tendency for further growth. In addition to its export potential, the leather sector and its sub-sectors are labour intensive and therefore have the potential to become a major provider of employment opportunities.

With the aim of tapping into this growing market, the Ministry of Industry (MoI) has set targets to increase Ethiopian exports of leather and leather products to USD 800 million and to increase the number of workers in the leather manufacturing sector to 94,000 by 2020. The Ethiopian industrial strategy paper adopted in 2013, combined with the establishment of a regional strategy for leather and leather products⁶, the adoption of specific regulations aimed at incentivizing export of valued added leather products (in the form of heavy taxation on export of raw hides & skins), the setting up in 2011, of the Leather Industry Development Institute (LIDI), and the adoption in 2015 of a Proclamation aimed at setting the framework for Industrial Park development (including the creation of an Industrial Park Development Corporation, IPDC), are all encouraging steps towards improvements in the sector.

However, the potential of this sector remains to be fully realized as export performance of the sector stood at USD 115 million during the first year of the GTP II (2015/16), and in 2013/14 the sector actually employed directly around 19,000 persons (10% of employment in the entire manufacturing industry), albeit with a job growth rate of 26% between 2007/08 and 2013/14.⁷

In this context, the key challenge for the Ethiopian leather industry is threefold:

- First, to increase the quantity and quality of both its inputs and outputs and move further up the value chain in production;
- Second, to translate greater production and productivity into export growth meeting the expectations of these markets regarding quality, safety, productivity and timeliness;
- Third, to reduce the environmental impact of the leather industry in Modjo. With 15 of the 32 existing tanneries in Ethiopia operating in the Oromia region (due to the availability of raw materials and water supply as well as skilled manpower), the impact of the pollution caused by tanning operations has created many environmental and social problems in Modjo and nearby communities, leading the Government of Ethiopia (GoE) to recently strengthen its commitment towards the establishment of an eco-friendly leather park in Modjo.

The GoE is committed to tackle these challenges and has requested support to sustainably improve the Ethiopian leather and leather products industry, with a view to: (i) shift leather production from wet-blue stage to crust, and then to finished leather; (ii) raise domestic value addition in the leather sector by increasing the volume of hides and skins that are processed to

1 million camels. The average off-take rates are: (i) for cowhides 14%; for goatskins 27%; and, for sheepskins 40% (LIDI 2014).

⁶ COMESA LLPI Strategy, 2015

⁷ UNCTAD, Updated Diagnostic Trade Integration Study (DTIS) of Ethiopia, 2016.

finished leather domestically; (iii) attract significant export-oriented Domestic and Foreign Investments and improve linkages in the industry.

In addition, the environmental and social dimensions should also be taken into consideration to set the foundation for an inclusive and sustainable industrial development in the leather sector.

From an environmental view point, the relocation of tanneries and the construction of a common waste water treatment plant (envisaged as zero liquid discharge facility) shall be prioritized if the environmental impact of the leather processing is to be reduced, while in parallel, large population movements coupled with unplanned urbanization could pose additional threats to the area if not managed properly.

Socially, the main challenge for inclusive and sustainable industrial development is to ensure that the population in Modjo area (Mojo city and nearby communities) benefit from industrial growth, and that prosperity is shared among all parts of society to address local needs. With almost half (49.2%) of the population of Oromia being between 15-64 years of age,⁸ and with an unemployment rate of 28% and 16.5% for females and males respectively between 15 and 29 years of age,⁹ the focus needs to be placed at providing educational and professional opportunities to women and youth in the region. The corresponding response to this challenge will partly stem from the results of a Resettlement Action Plan currently being finalized by LIDI with support from the Indian Leather Institute and the work done by ILO with regards to labour market analysis and recommendations notably towards improvement in the tripartite dialogue and Occupational Health Standards (OHS) in the leather sector.

Problem analysis	Priority areas for support
1. Technical inefficiencies and inadequate domestic supply of material inputs 2. Low production and productivity levels 3. Lack of marketing strategies and capacity to attract both domestic and foreign investments	Component 1. Strengthening the leather value chain
4. Social discontent among the population in Modjo due to the environmental pollution created by tanneries and to the close proximity of the future Park to some communities 5. Limited economic and decent job opportunities for people residing in the Modjo area.	Component 2: Support economic and social development initiatives for women and youth living in Modjo area and enhance industrial and labour relations in the MLC

2.3. Lessons learnt

The preparation of the action is supported by an evidence-based approach underpinning the need to address environmental and social concerns in Modjo area while building upon the region's leather industry economic and employment potential.

The strengthening of the leather value chain will only be possible using the lessons from different national programmes such as: DFID PEPE programme on tanneries; the EU TTF on supporting economic transformation and increasing private sector involvement; and, the Italian

⁸ CSA Population and housing census, 2007

⁹ CSA, The 2015 Urban employment survey, Addis Ababa, October 2015.

Agency for Development Cooperation Support to Leather SMEs through the cluster development approach.

Other interventions such as the World Bank multi-donor Women Entrepreneurship Development Programme (WEDP) and the UNDP Entrepreneurships Development Centre (EDC) will guide the intervention towards economic empowerment of women and youth.

In line with the vision for an inclusive and industrial sustainable development, the programme adds an innovative third component aimed at expanding industrial and economic growth to nearby communities by becoming industrial parks' supply/service centres. By using the industrial park as a catalyst for community and economic development, LISEC will aim at increasing communication between stakeholders, facilitate the development of long-term interventions in the area and build awareness on how economic benefits are connected to community development. Thus, LISEC will learn from The Sustainable Training and Education Programme (STEP) implemented by GIZ to support Ethiopia in improving the quality of vocational training in the leather sector. In addition to skills development, the programme will learn from ILO's SIDA funded project "Improving industrial relations for decent work and sustainable development of the textile and garment industry in Ethiopia" in order to apply garment sector's industrial and labour relations best practices to the leather sector, and specifically to the MLC. Lessons from the innovative, comprehensive and inclusive approach to sustainable industrial development, will be used to inform other government flagship programmes such as the Jobs Compact Initiative (under formulation), to incorporate social integration and environmental actions in job creation interventions.

2.4. Complementary actions

The current intervention will focus on the complementarity with past and existing development initiatives supported by the EU in the areas of private sector development (with particular focus on the leather value chain), livestock, migration, employment creation and community development.

LISEC will complement EU programmes such as EUTF-*Stemming Irregular Migration in Northern and Central Ethiopia (SINCE)* and 11th EDF- *Support to the reintegration of returnees in Ethiopia*, to support actions that raise awareness among Ethiopians who voluntarily migrate for economic reasons and by creating new economic opportunities for youth and women returnees in LISEC's target areas.

LISEC will also benefit from the EU-funded "*Livestock Value chain public private dialogue II*". This action aims at (i) strengthening the quality of private and public veterinary services; (ii) improving technical competences and incentives for veterinary service providers; and (iii) building capacities for food safety of primary products of animal origin. The project will complement and support LISEC livestock related activities described under component 1.

The EU's Transformation Triggering Facility (TTF) approach -working simultaneously at the level of policies, capacity building for key frontline institutions and enhancing the competitiveness of individual SMEs- will also complement and represent a point of reference for LISEC intervention.

2.5. Donor co-ordination

In Ethiopia, achieving effective coordination, alignments, synergies and harmonization among the various partners entails enormous challenges. To address this challenge, and in order to achieve the GTP II targets for the leather sector, the Ministry of Industry in collaboration with

key stakeholders¹⁰ in the sector established a sectoral coordination group for the leather sector (including notably DFID, ILO, UNIDO, JICA, ITCA alongside relevant Ethiopian partners such as ELIA and LIDI). The first Leather Technical Working Group meeting took place on the 3rd of February of 2017 with the objective to create an industry specific regular coordination platform for improved collaboration and sharing of information.

Also, the EU Joint Programming for Job Creation task force is a newly created platform where various EU member states (Germany, Austria, UK, Italy, and Sweden) plan, coordinate and share information on job creation programmes and initiatives.

3. DETAILED DESCRIPTION

Anchored at Modjo Leather City and its surrounding area, the LISEC programme uses a comprehensive approach in which sustainable economic development is not limited to the industrial park and those working within, but shared prosperity is envisaged among all parts of society in nearby communities and across the country. By strengthening the livestock/leather value chain the project reaches to producers (farmers and pastoralist breeding animals, butchers and abattoirs), small collectors, big collectors (or small traders) and big traders (or suppliers).¹¹ Hides and skins are then sold to the 32 tanneries operating in the country, 15 of which are located in the Oromia region.¹² Processed leather from tanneries is then purchased by leather enterprises¹³ and self-employed persons and artisans¹⁴.

Looking at the number of persons involved in the integrated value chain, it is evident the strong impact that any improvement of the leather value chain can have on employment in the targeted area. It is expected that LISEC will improve the quality of existing 19,000 jobs in the leather sectors and sub-sectors through improved industrial and labour relations in tanneries, factories and newly created enterprises. In addition to the number of people currently involved in the value chain, the programme will aim at creating additional 5,000 new direct jobs and 30,000 indirect jobs¹⁵ in the MLC (tanneries, leather manufacturing industries, SMEs) through the creation of new training and employment opportunities such as cooperatives and small enterprises to supply MLC's demands.

The leather sector in Ethiopia has opened up opportunities for women employees, yet female employment is still inadequate as their participation is mainly represented as part of the low-skilled labour in leather factories.¹⁶ While employment opportunities are better for women in the leather goods subsector, they are much worse in the tanneries subsectors, and is estimated that less than 20% of the tannery workforce is female. The LISEC will promote female

¹⁰ Key stakeholders in the leather sector attending this meeting are: DFID, EU, UNIDO, ILO, Private sector (Enterprise Partners, Made by Ethiopia), LIDI, and MoI. EU member states currently working in the leather sector but not present on that first meeting are the French Agency for Development (AFD) and the Italian Agency for Development Cooperation (AIDC).

¹¹ In Ethiopia the trade chain for raw hides and skins includes: 1) producers (farmers and pastoralist breeding animals, butchers and abattoirs), small collectors (about 4 000) that collect fresh hides and skins from different farmers and transfer them to small traders; big collectors or small traders (about 850) and big traders or suppliers (about 10).

¹² The estimated number of people employed in tanneries is about 8,041 workers (LIDI 2014).

¹³ There are about 2,700 leather enterprise operating in country with a total of about 42,000 employees (UNIDO, 2016)

¹⁴ There are about 18,500 self-employed persons and artisans in the leather sector in Ethiopia (UNIDO, 2016)

¹⁵ The number of indirect jobs created is supported by the hypothesis that feasibility studies support in component 2 will lead the development of leather factories that will generate at least 20,000 employment opportunities in the coming 10 years.

¹⁶ About 80% of the factory workforce in Ethiopia is female (UNIDO, 2015)

employment participation across all leather subsectors, by ensuring their participation in leather TVETs and courses in supervisory skills; providing material and non-material assistance to women working in and outside the park; enhancing the attitude in the leather sectors towards the employment of women in the leather industry; etc.

3.1. Objectives

The **overall objective** of the action is to create greater economic and decent employment opportunities, especially for young men and women through the development of the Ethiopian leather industry in Modjo.

The **specific objectives/ components** of the action are as follows: (i) Advancing economic competitiveness by strengthening the leather value chain; and (ii) Strengthening social cohesion by supporting local economic and social development initiatives, especially for women and youth living in Modjo area; and enhancing industrial and labour relations in the MLC.

3.2. Expected results and main activities

Expected results have been defined by specific objective/component following the results chain analysis approach. The results expected for each objective are as follows:

Expected Results	Main Activities (Indicative)
Specific Objective/Component 1: Advanced economic competitiveness by strengthening the leather value chain	
<u>Result 1.1:</u> Improved quality and quantity of hides and skins	<ul style="list-style-type: none"> <input type="checkbox"/> Support the development and operationalization of Hides and Skins' regulatory framework (primary/secondary) <input type="checkbox"/> Support the improvement of the quality control infrastructure and marketing system (technical capacity building/equipment provision/subsidized mechanism for grading system/awareness raising) <input type="checkbox"/> Support the improvement of Hides and Skins' extension services (Training material preparation/emphasis on cattle handling and slaughtering techniques/collection and preservation of raw materials/ equipment provision/Training of Trainers (ToT) provision), as well as the development of the private products and service markets
<u>Result 1.2:</u> Strengthened capacity of tanneries towards integration into the leather global value chain (competitive gains/environmental compliance)	<ul style="list-style-type: none"> <input type="checkbox"/> Support the reduction of the environmental footprint of tanneries in Modjo by facilitating their relocation into the MLC <input type="checkbox"/> Support/ train tanneries to comply with national environmental requirements <input type="checkbox"/> Provide technical support and equipment for the regional Leather Industry Development Institute (LIDI) centre in MLC <input type="checkbox"/> Supporting links to global value chains/international buyers

<p><u>Result 1.3:</u> Strengthened promotion of investments in and around the MLC for both domestic and foreign companies (including EU investors)</p>	<ul style="list-style-type: none"> □ Medium, Small and Micro Enterprises (MSMEs) clustering around Modjo (backward/forward linkages with MLC, entrepreneurship business skills development, access to finance) □ Strengthening supply chain linkages between small and large firms to benefit small companies □ FDI promotion (including EU investors) through organization of trade missions, support to leather fair organization/participation □ Support to build capacities at sectoral association level (ELIA) and Ethiopian Investment Commission level
<p>Specific Objective/ Component 2: Strengthened social cohesion by supporting economic and social development initiatives for women and youth living in Modjo area and enhanced industrial and labour relations in the MLC</p>	
<p><u>Result 2.1:</u> Improved employment, entrepreneurship, and education opportunities for women and youth in Modjo area</p>	<ul style="list-style-type: none"> □ Strengthen/improve demand-driven TVET offer in the targeted area, including the creation of internship/training programmes; □ Creation of youth employment and entrepreneurship centres/hubs that include mentoring/coaching programmes and peer exchange programmes; □ Develop PPPs (MLC enterprises/public employment agencies/NGOs) and establish labour demand and supply matching mechanisms; □ Provide market analysis support; facilitate access to finance; and support the development of cooperatives.
<p><u>Result 2.2:</u> Improved industrial and labour relations, decent working conditions and socially responsible and gender-sensitive manufacturing in the MLC</p>	<ul style="list-style-type: none"> □ Support and train workers and trade unions in organizing, collective bargaining, wages, social and labour compliance, sexual harassment, decent working conditions and social dialogue, with a particular focus on female workers; □ Support and train employers for harmonious industrial relations in the sector; □ Develop minimum compliance and working conditions standards for tanneries/factories, including OSH and set up grievances mechanisms; □ Support the creation of MLC corporate responsibility funds, including training on its management, awareness, etc.

For both components awareness raising campaigns on the risks of irregular migration and alternatives to this practice will be conducted in the programme's target area.

3.3. Risks and assumptions

Risks	Risk level (H/M/L)	Mitigating measures
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Political instability	M	<p>Political dialogue with the Government is ongoing.</p> <p>The programme is focusing on youth and women economic empowerment, applying "do-no-harm" principles and implementing economic and social development initiatives to support nearby communities (component 3) to avoid conflict related to access to resources created by the MLC.</p>
Decrease of demand for leather products in the international market	L	<p>Increase the quality of the local products and implement a top down (demand) approach for paving the way to new markets. Develop strong marketing strategies targeting several international markets.</p>
Lack of interest from communities targeted by the programme	M	<p>Water pollution and lack of communication regarding the construction of MLC has created discontent and resentment among MLC's nearby communities. Therefore the programme through component 3 will put in place a set of community development actions aiming to increase communication between local stakeholders, facilitate the development of long-term strategies and build the awareness that industrial economic benefits are connected to community development.</p>
Lack of FDIs limiting employment creation targets	M	<p>The recent civil unrest in some parts of the country is a major concern, especially if FDIs are under threat. Previously, attacks to FDIs have been minimized showing government's ability to protect foreign investments. Business promotion activities will be conducted throughout the duration of the programme to ensure FDIs in the MLC. These actions will be completed by the organization of an Ethio-EU Business forum planned to take place in Brussels in 2018 and other development partners' interventions.</p>
Lack of coordination among IPs leading to duplication of efforts and reducing the impact of the programme	L	<p>Synergy among IPs and their actions need to be ensured in order to maximize the benefits of the programme. Therefore regular technical working group (TWG) meetings will be organized, and joint M&E activities will be conducted by the EU Delegation involving IPs.</p>
Delays in the construction of the park	M	<p>Delays in the construction of leather factories within the Modjo leather city/ district will have an impact on the final number of indirect beneficiaries to be reached by the action. Whereas this will not affect the final number of direct number of jobs created by the action, the EUD will continue advocating for the need of an integrated leather district through policy dialogue with the Ethiopian government.</p>

High-turnover of staff expected, which could have impact on productivity	M	The project is expected to improve the working environment in the park, as well as provide opportunities for the community at large.
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The main assumption of LISEC is that the Modjo Leather City industrial park will remain GoE’s priority and will be designed taking into consideration all relevant environmental hazards related to tanning activities in Ethiopia. The EU Delegation will enhance its policy dialogue with Government, partners and donors to ensure that the relocation of tanneries and the construction of a common waste water treatment plant (envisaged as zero liquid discharge facility) shall be prioritized if the environmental impact of the leather processing is to be reduced.

3.4. Cross-cutting issues

3.4.1. Gender

Gender mainstreaming and women's empowerment, particularly women's economic empowerment, is at the core of the LISEC programme, and therefore implementing agencies will be encouraged –with the support of in-house expertise or through partnerships-, to implement actions whereby investments in women-owned business are encouraged, female networks are strengthened, specific soft skills and technical training are provided, and access to markets are facilitated, among others.

In addition to that -and in order to ensure that programme's M&E information identifies gender challenges, concerns and successes- all data collected and presented by and for the programme will be disaggregated by sex as a primary and overall classification; will reflect gender issues; will be based on concepts and definitions that adequately reflect the diversity of women and men, and their lives; and, data collection methods will have to take into account stereotypes and social and cultural factors that may induce gender bias in the data.

3.4.2. Youth

The rapid population growth is producing significant shifts of the demographic profile in which over 60% of the population is under 25. Vulnerable youth, including young women, face several challenges in accessing livelihood opportunities, thus the risk of being trapped in marginal employment. Not only are opportunities for income and wage jobs limited, but also youth tend to have low levels of literacy and work-relevant skills and limited access to livelihood assets. Interventions for productive engagement of youth in market systems –in and outside industrial parks- such as the ones proposed by LISEC are key to the sustainable development of the country. Improving knowledge and technical skills for youth through vocational training, facilitating access to credit and markets, coaching new entrepreneurs, to enable them to secure jobs in different sectors are also vital to engage in gainful opportunities.

3.4.3. Environment

The LISEC intervention was not only conceived to strengthen the leather value chain, its productivity and its employment creation potential, but it was also developed on the need to solve the environmental problems created by tanneries spread out in the Modjo area. The development of a leather industrial park in which companies, tanneries, suppliers, service

providers, etc., are agglomerated into an industrial district, allows for the elaboration of a common environmental strategy for facing pollution problems in a cost efficient manner. With the relocation of the tanneries within the industrial park; the support and training of tanners to comply with international environmental standards; the construction of the centralized water treatment plant in MLC; and the support to Modjo's Master plan; the programme sets high environmental criteria that are fully compliant with international standards.

3.4.4. The Decent Job Agenda

The multidimensional nature of this programme places the decent job agenda in two of the three programme components. Following the four interrelated and mutually supportive pillars that comprise the Decent Job Agenda (i.e. employment, rights at work, social protection and social dialogue), LISEC will work towards promoting work that is productive and delivers a fair income, security in the work place, creates platforms for people to express their concerns, etc. Labour and industrial relations will be enhanced throughout the programme by UNIDO in the MLC and by CSOs/NGOs outside the industrial park.

3.5. Stakeholders

The action is built on an integrated approach in which different implementing partners will work on a specific component of the programme. LISEC will ensure and follow participatory methods, which will accommodate all stakeholders and seek close partnership with relevant government institutions at local, woreda, regional and federal level. Target beneficiary communities and direct programme clients –women and youth- will drive their own development agenda guided by programme's implementing partners.

3.5.1. Government partners and local authorities

At the federal level the Ministry of Finance and Economic Cooperation (MoFEC), the Ministry of Livestock and Fisheries (MoLaF), the Ministry of Trade and Industry (MoTI), the Ministry of Education (MoE) and the Ministry of Labour and Social Affairs (MoLSA), will be involved in the planning, monitoring and supervision of the action through bilateral meetings but mainly through their participation in regular Programme Steering Committee (PSC) meetings. Other relevant institutions included in the programme's PSC are: the Ethiopian Investment Commission (EIC), the Ethiopian Leather Industries Association (ELIA), the EU and EIB and Modjo local and regional administration.

Various public institutions will provide support to the action as they assist leather producers by promoting exports and encouraging investments, both foreign and local. At the sectoral level, the main organization to liaise with will be the Leather Industries Development Institute (LIDI), an organization that under the Ministry of Trade and Industry (MoTI), plans, coordinates and supports leather producers. Another crucial public enterprise for the action will be the Industrial Parks Development Corporation (IPDC) based on its mandate to develop and administer industrial parks in the country, particularly the CEWTP in Modjo.

With regards to the development of the value chain at technical level, UNIDO will ensure coordination with other key technical stakeholders such as the Ethiopian Raw Hides and Skins Suppliers Association (ERHSSA) or the Federal Micro and Small Enterprises Development Agency (FEMSEDA).

3.5.2. The private sector

The involvement of the private sector is crucial to ensure LISEC's overall success. It is important to recognize the limitations the private sector is facing as well as to define potential

gains. The private sector will be the final beneficiary of the skills brought in by the trained youth and women; the transactions that come out as a results of developing small-scale business in their localities; the value chains and market information; and changes in public perceptions on both youth (employees) and employers.

But for the private sector to benefit, labour supply has to be demand driven and therefore public and private partnerships need to be created at the inception stage of the programme in order to ensure proper matching skills aimed at increasing sector's productivity. LISEC will work towards ensuring that private sector is involved in the economic and social development of the targeted area by supporting local business, improving industrial and labour relations among workers, promoting further private investments in the sector, fostering forward/backward linkages between Ethiopian and foreign companies and overall contributing to Modjo's economic development and social cohesion.

3.5.3. Implementing Partners

The United Nations Industrial Development Organization (UNIDO) in close collaboration with the Leather Industry Development Institute (LIDI) will implement component 1. UNIDO has been selected to implement this component due to its large experience in supporting the Ethiopian leather and leather products industry, its knowledge of national and regional leather institutions and its successful results on the sector.

Component 2 will be implemented by a partnership of national and international non-governmental organizations present in the country and with relevant experience on social cohesion and socio-economic empowerment. Knowledge and experience from the International Labour Organization (ILO) and UNIDO will be used to ensure that all activities related to industrial and labour relations in component 2 are in line with international standard practices. Partnership of national and international non-governmental organizations will be selected through a grant award to develop economic and social initiatives to strengthen social cohesion in the targeted areas.

Under Direct Management mode, all selected partners will be responsible for managing and implementing their respective components. A technical working group will be created per component and will report to the Project Steering Committee (PSC).

4. IMPLEMENTATION ISSUES

4.1. Financing agreement

No Financing Agreement is foreseen for this action.

4.2. Indicative operational implementation period

The implementation period will be 84 months. Whilst the overall execution period (including a liquidation period of no more than 18 months) will not exceed 90 months from the date of approval of this Action Document by the Operational Committee of the EU Trust Fund.

4.3 Implementation components and modules

The programme shall be implemented in accordance with Article 187 FR, "Union trust funds with the principles of sound financial management, transparency, proportionality, non-discrimination and equal treatment, and in accordance with the specific objectives defined in each constitutive act".

EUTF support to LISEC programme will be through different implementing modalities based on the nature of different programme components. Component one will be implemented through a Delegation Agreement with UNIDO; and component two will be implemented through a Grant contract signed with a lead organization representing a partnership of IOs, INGOs and local NGOs. The Grant will be awarded through a negotiated or open call's procedure with identified relevant partners already working in sustainable community development programmes with specific focus on socio-economic empowerment and job creation for women and youth.

For Communication and Visibility (C&V), Monitoring and Evaluation (M&E) and audits, service contracts will be tendered.

The overall programme management of LISEC will be done by the EUD under Direct and Indirect Management mode, however, each programme component will be implemented by its respective implementing partner, including monitoring and evaluation and visibility and communication activities (based on an overall Programme Communication and Visibility Action Plan to be prepared at the inception phase). Monthly technical working groups per component will be organized and results of these meetings will be reported to the Programme Steering Committee (PSC).

A Programme Steering Committee (PSC) composed of Donors (EU, European Investment Bank, etc), Ministry of Finance and Economic Cooperation (MoFEC), the Ministry of Livestock and Fisheries (MoLaF), the Ministry of Industry (MoI), the Ministry of Education (MoE) and the Ministry of Labour and Social Affairs (MoLSA), and the Ethiopian Investment Commission (EIC), the Ethiopian Leather Industries Association (ELIA), and Modjo local and regional administration will be involved to ensure the joint oversight of the programme.

4.4 Indicative budget

Specific Objectives/ Components	Amount in EUR
Component 1: Advanced economic competitiveness by strengthening the leather value chain <i>Delegation Agreement with UNIDO</i>	7,750,000
Component 2: Strengthened social cohesion by supporting economic and social development initiatives, especially for women and youth living in Modjo area, and enhancing industrial and labour relations in the MLC <i>Grant award following negotiated procedure or open call</i>	5,750,000
Monitoring, Audit & Evaluation	150,000
Communication and visibility	100,000
Contingencies	0
Total	13,750,000

4.5 Monitoring, evaluation and audit

Different levels of monitoring are foreseen for the programme. External monitoring will be done through EU Results Oriented Monitoring (ROM) exercises at least once every two years, while Implementing Partners (IP) will be in charge of the regular monitoring of their components.

Baseline surveys and external evaluations (mid-term and final) will be managed by Implementing Partners (IPs). The budget allocated for monitoring, audit and evaluation in section 4.4 has been allocated mainly to conduct audit exercises.

Audits and expenditure verification assignments will be carried out in conformity with the risk analysis in the frame of the yearly Audit Plan exercise conducted by the European Commission. The amount allocated for external evaluation and audit purposes should be shown in the budget at section 4.4. Evaluation and audit assignments will be implemented through service contracts making use of one of the Commission's dedicated framework contracts or alternatively through the competitive negotiated procedure or the single tender procedure.

All projects implementing this action will have to integrate the EUTF Monitoring and Learning System - MLS (T05-EUTF-HOA-REG-28) for the reporting of selected output and outcome indicators, as well as to take part in case study exercises and the learning strategy developed by the MLS. The project implementing partners will be requested to provide regular (at least quarterly) data to the MLS in a specific format, which will be introduced during the contract negotiation stage.

The projects implementing this action will *at least* have to report against a selected number of the EUTF output indicators existing at the present date (see list in annex III). The monitoring of these indicators will therefore have to be included in the projects' M&E systems (in addition to all other indicators existing in the project's logical framework, see annex II). As more output and outcome indicators are being developed by the MLS, the projects might be requested to include additional indicators in the course of implementation of the action

4.7 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU. This action shall contain communication and visibility measures, which shall be based on a specific Communication and Visibility Plan of the Action (CVPA), to be elaborated at the beginning of the action.

In terms of legal obligations on communication and visibility, the measures shall be implemented by implementing partners for their specific components in line with the CVPA. Appropriate contractual obligations shall be entered into the Agreements concluded by the Commission with the entrusted entity. The Communication and Visibility Manual for European External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

The external/public-facing Akvo on-line reporting platform will be used to communicate and report on this action as well as on all projects implementing this action. It will link directly to the EUTF website. The logical frameworks of the projects will be encoded in their respective Akvo page and regular reporting of project's activities and outputs will take place on this platform.

Annex I: Mapping against EUTF strategic priorities, Valletta Action Plan and the United Nations Sustainable Development Goals

EU Trust Fund Strategy	Valletta Action Plan	United Nations Sustainable Development Goals
<p>Four main areas of intervention</p>	<p>Five priority domains, and 16 initiatives</p>	<p>17 goals</p>
<p>1) Greater economic and employment opportunities</p> <p>2) Strengthening resilience of communities and in particular the most vulnerable, as well as refugees and displaced people</p> <p>3) Improved migration management in countries of origin and transit</p> <p>4) Improved governance and conflict prevention, and reduction of forced displacement and irregular migration</p>	<p>1. Development benefits of migration and addressing root causes of irregular migration and forced displacement</p> <ol style="list-style-type: none"> 1. enhance employment opportunities and revenue-generating activities 2. link relief, rehabilitation and development in peripheral and most vulnerable areas 3. operationalise the African Institute on Remittances 4. facilitate responsible private investment and boost trade <p>2) Legal migration and mobility</p> <ol style="list-style-type: none"> 5. double the number of Erasmus scholarships 6. pool offers for legal migration 7. organise workshops on visa facilitation <p>3) Protection and asylum</p> <ol style="list-style-type: none"> 8. Regional Development and Protection Programmes 9. improve the quality of the asylum process 10. improve resilience, safety and self-reliance of refugees in camps and host communities <p>4) Prevention of and fight against irregular migration, migrant smuggling and trafficking of human beings</p> <ol style="list-style-type: none"> 11. national and regional anti-smuggling and anti-trafficking legislation, policies and action plans 12. strengthen institutional capacity to fight smuggling and trafficking 13. pilot project in Niger 14. information campaigns <p>5) Return, readmission and reintegration</p> <ol style="list-style-type: none"> 15. strengthen capacity of countries of origin to respond to readmission applications 16. support reintegration of returnees into their communities 	<ol style="list-style-type: none"> 1) End poverty in all its forms everywhere 2) End hunger, achieve food security and improved nutrition and promote sustainable agriculture 3) Ensure healthy lives and promote well-being for all at all ages 4) Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all 5) Achieve gender equality and empower all women and girls 6) Ensure availability and sustainable management of water and sanitation for all 7) Ensure access to affordable, reliable, sustainable and modern energy for all 8) Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 9) Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation 10) Reduce inequality within and among countries. 11) Make cities and human settlements inclusive, safe, resilient and sustainable 12) Ensure sustainable consumption and production patterns 13) Take urgent action to combat climate change and its impacts 14) Conserve and sustainably use the oceans, seas and marine resources for sustainable development 15) Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss 16) Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels 17) Strengthen the means of implementation and revitalise the global partnership for sustainable development

Annex II: INDICATIVE LOGFRAME MATRIX OF THE ACTION

Note: indicators and activities will be further defined during the inception phase.

	Intervention logic	Indicators	Sources and means of verification	Assumptions
Overall objective:	To create greater economic and decent employment opportunities for young men and women through the development of the Ethiopian leather industry and the Modjo leather industrial park	<ul style="list-style-type: none"> <input type="checkbox"/> # of jobs created by type (full-time, part-time, seasonal or jobs ad-hoc on demand, disaggregated by age and sex) and sector/sub-sector <input type="checkbox"/> % increase of income level of target groups (disaggregated by sex) <input type="checkbox"/> % increase of leather and leather products exported <input type="checkbox"/> % increase in workers' satisfaction levels regarding working conditions (by type of work and disaggregated by age and sex) 	<ul style="list-style-type: none"> <input type="checkbox"/> Baseline study <input type="checkbox"/> Programme's Mid-term and final evaluation <input type="checkbox"/> Labour market assessment <input type="checkbox"/> Leather workers OSH, working conditions, skills and expectations assessment (ILO) <input type="checkbox"/> National trade and economic data (CSA) 	<ul style="list-style-type: none"> <input type="checkbox"/> Political stability is ensured <input type="checkbox"/> GoE/MoI creates the necessary business framework for FDI <input type="checkbox"/> Availability of necessary financial resources to build the park ensured during the first 2 years of the programme
Specific objective 1:	Advanced economic competitiveness by strengthening the leather value chain	<ul style="list-style-type: none"> <input type="checkbox"/> % increase in exports of leather and leather products in USD <input type="checkbox"/> % increase in employment in the entire leather manufacturing industry 	<ul style="list-style-type: none"> <input type="checkbox"/> Baseline study <input type="checkbox"/> Labour market assessment <input type="checkbox"/> National trade and economic data (CSA) <input type="checkbox"/> Programme's mid-term and final evaluations 	<ul style="list-style-type: none"> <input type="checkbox"/> Decrease in demand for leather products in the international market <input type="checkbox"/> Lack of FDI limiting employment creation opportunities in the MLC

Expected result 1.1	ER 1.1. Improved quality and quantity of hides and skins	<input type="checkbox"/> % increase in the quality (grade) of H&S received at tanneries by type of supplier <input type="checkbox"/> % increase of knowledge and better practices in proper slaughtering, flaying and ripping among targeted populations (by sex and age) <input type="checkbox"/> % increase in the use of adequate equipment for animal slaughtering	<input type="checkbox"/> Baseline study <input type="checkbox"/> Programme’s mid-term and final evaluations <input type="checkbox"/> Programme monitoring data/reports <input type="checkbox"/> Tanneries records	<input type="checkbox"/> H&S protocols and grading systems updated and relevant to the national needs <input type="checkbox"/> H&S grading system awareness campaigns attract target beneficiaries interest
Expected result 1.2	<input type="checkbox"/> ER 1.2. Strengthened capacity of tanneries towards integration into the leather global value chain through competitive gains and environmental compliance	<input type="checkbox"/> % increase in the sq. foot of finished leather overall and by grade <input type="checkbox"/> % increase in resource productivity and utilization (H&S received versus finish leather) <input type="checkbox"/> # of tanneries compliant with national environmental protocols <input type="checkbox"/> % increase of LIDI’s technical assistance services provided at the regional centre (by type of service, to target group disaggregated by age and sex)	<input type="checkbox"/> Baseline study <input type="checkbox"/> Programme’s mid-term and final evaluations <input type="checkbox"/> Programme monitoring data/ reports <input type="checkbox"/> Tanneries records <input type="checkbox"/> LIDI regional centre records/reports	<input type="checkbox"/> Tanneries’ capacity and willingness to participate in the programme and improve competitive gains and environmental practices
Expected result 1.3	<input type="checkbox"/> E.R. 1.3. Strengthened promotion of investments in and around the MLC for both domestic and foreign companies (including EU investors)	<input type="checkbox"/> # of international and national promotion campaigns organized/conducted <input type="checkbox"/> FDI (by country of origin) and domestic investment in the park by type of activity (in USD) <input type="checkbox"/> # of companies housed in the MLC	<input type="checkbox"/> Baseline study <input type="checkbox"/> Programme’s mid-term and final evaluations <input type="checkbox"/> Programme monitoring data/reports	<input type="checkbox"/> Political stability and business environment ensured to FDI’s

Activities (may include)	<p>E.R. 1.1:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Support the development and operationalization of Hides and Skins' regulatory framework (primary/secondary) <input type="checkbox"/> Support to improve the Quality control infrastructure and marketing system (technical capacity building/equipment provision/subsidized mechanism for grading system/awareness raising) <input type="checkbox"/> Support to improve Hides and Skins' extension services (Training material preparation/emphasis on cattle handling and slaughtering techniques/collection and preservation of raw materials/ equipment provision/ToT provision), as well as the development of the private products and service markets <p>E.R. 1.2:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Support the reduction of the environmental footprint of tanneries in Modjo by facilitating the relocation into the MLC <input type="checkbox"/> Support/ train tanneries to comply with national environmental requirements <input type="checkbox"/> Provide technical support and equipment for the regional LIDI centre in MLC <input type="checkbox"/> Supporting links to global value chains/international buyers <input type="checkbox"/> <p>E.R. 1.3:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Clustering of MSMEs around Modjo (backward/forward linkages with MLC, entrepreneurship business skills development, access to financing) <input type="checkbox"/> FDI promotion (including EU investors) through organization of trade missions, support to leather fair organization/participation <input type="checkbox"/> Support to build capacities at sectoral association level (ELIA) and Ethiopian Investment Commission level. <input type="checkbox"/> Strengthening supply chain linkages between small and large firms to benefit small companies 	<ul style="list-style-type: none"> <input type="checkbox"/> Baseline study <input type="checkbox"/> Programme's mid-term and final evaluations <input type="checkbox"/> Programme monitoring data/reports 	
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<p style="text-align: center;">Specific objective 2:</p>	<p>Strengthened social cohesion by supporting economic and social development initiatives for women and youth living in Modjo area and enhancing industrial and labour relations in the MLC</p>	<ul style="list-style-type: none"> <input type="checkbox"/> # of jobs created outside the MLC but linked to it by type (full-time, part-time, seasonal or jobs ad-hoc on demand, disaggregated by age and sex) and sector/sub-sector <input type="checkbox"/> % increase in workers satisfaction's levels in the working opportunities in the targeted area as a result of the MLC (by type of work and disaggregated by age and sex) <input type="checkbox"/> % increase of income level of youth and women working outside the park but in targeted communities (disaggregated by sex) 	<ul style="list-style-type: none"> <input type="checkbox"/> Baseline study <input type="checkbox"/> Programme's mid-term and final evaluations <input type="checkbox"/> Labour market assessment <input type="checkbox"/> Leather workers OSH, working conditions, skills and expectations assessment (ILO) 	<ul style="list-style-type: none"> <input type="checkbox"/> Political stability is ensured <input type="checkbox"/> GoE/MoI creates the necessary business framework for FDI <input type="checkbox"/> Availability of necessary financial resources to build the park ensured during the first 2 years of the programme
<p style="text-align: center;">Expected result 2.1</p>	<p>E.R. 2.1. Improved employment, entrepreneurship and education opportunities for women and youth in Modjo area</p>	<ul style="list-style-type: none"> <input type="checkbox"/> % increase in enrolment to demand-driven TVET courses <input type="checkbox"/> % of people participating in internships/training programme being employed <input type="checkbox"/> % of newly created business serving to MLC (by sector of activity) <input type="checkbox"/> Average number of employees per new company created (by sector) 	<ul style="list-style-type: none"> <input type="checkbox"/> Baseline study <input type="checkbox"/> Programme's mid-term and final evaluations <input type="checkbox"/> Labour market assessment <input type="checkbox"/> Programme monitoring data/reports 	<ul style="list-style-type: none"> <input type="checkbox"/> Availability of necessary financial resources to build the park ensured during the first 2 years of the programme so job opportunities can be created as support services outside the park
<p style="text-align: center;">Expected result 2.2</p>	<p>E.R. 2.2. Improved industrial and labour relations, decent working conditions and socially responsible and gender-sensitive manufacturing in the MLC</p>	<ul style="list-style-type: none"> <input type="checkbox"/> % of factories/tanneries with "well-functioning" grievances procedures <input type="checkbox"/> % increase in labour productivity (by age and sex) <input type="checkbox"/> # of work related accidents in the past 12 months (by age and sex) <input type="checkbox"/> # of factories/tanneries with policy in place on HIV/AIDS and Sexual Harassment including procedures to handle harassment in the workplace 	<ul style="list-style-type: none"> <input type="checkbox"/> Baseline study <input type="checkbox"/> Programme's mid-term and final evaluations <input type="checkbox"/> Labour market assessment <input type="checkbox"/> Programme monitoring data/reports 	<ul style="list-style-type: none"> <input type="checkbox"/> Availability of necessary financial resources to build the park ensured during the first 2 years of the programme so improved industrial and labour relations can be expected across all sectors in the MLC

Activities (may include)	<p>E.R. 2.1.1:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Strengthen/improve demand-driven TVET offer in the targeted area, including the creation of internship/training programmes; <input type="checkbox"/> Creation of youth employment and entrepreneurship centres/hubs that include mentoring/coaching programmes and peer exchange programmes; <input type="checkbox"/> Develop PPPs and establish labour demand and supply matching mechanisms; <input type="checkbox"/> Provide market analysis support, facilitate access to finance and support the development of cooperatives. <p>E.R. 2.2.1:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Support and train to workers and trade unions in organizing, collective bargaining, wages, social and labour compliance, sexual harassment, decent working conditions and social dialogue, with a particular focus on female workers; <input type="checkbox"/> Support and train employers for harmonious industrial relations in the sector; <input type="checkbox"/> Develop minimum compliance and working conditions standards for tanneries/factories, including OSH and set up grievances mechanisms; <input type="checkbox"/> Support the creation of MLC corporate responsibility funds, including training on its management, awareness, etc. 	<ul style="list-style-type: none"> <input type="checkbox"/> Baseline study <input type="checkbox"/> Programme's mid-term and final evaluations <input type="checkbox"/> Programme monitoring data/reports 	
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Annex III: EUTF HOA Indicators as part of the Monitoring and Learning System

Annex III: EUTF HOA Indicators as part of the Monitoring and Learning System

Indicator ID	EUTF HOA proxy indicators	Disaggregations: type of action								Target groups										
										Gender		Type of beneficiaries			Age group					
										Male	Female	Refugee	IDP	Host community		Returnee	Migrant in transit			
1. Greater economic and employment opportunities																				
1.1	Number of jobs created	Permanent position	Short-term job	Cash for work	Incentives to civil servants	Self-employed	Unspecified													
1.2	Number of job placements facilitated	"	"	"	"	"	"													
1.3	Number of MSMEs supported	Access to finance	Business development	Training	Provision of equipment	Market access	Unspecified													
1.4	Number of people assisted to develop economic income-generating activities	Funding	Business development service	Entrepreneurship programme	Financial education programme	Unspecified														
1.5	Number of people benefiting from professional trainings (TVET) and/or skills development	Professional training	Skills development scheme	Internship/Apprenticeship	Unspecified															
1.6	Number of industrial parks and business infrastructure created, expanded or improved																			
2. Strengthening resilience																				
2.1	Number of social infrastructure built or rehabilitated	Health	Education	Water	Sanitation	Housing	Domestic energy	Legal	Unspecified											
2.2	Number of people receiving one basic social service	Health	Education	Water	Sanitation	Housing	Domestic energy	Legal	Nutrition	Unspecified										
2.3	Number of people receiving nutrition assistance	Social protection schemes	Technical training in agricultural practices	Support to agricultural production	Agricultural inputs	Land development	Unspecified													
2.4	Number of people receiving food security related assistance																			
2.5	Number of local governments that adopt and implement local disaster risk reduction strategies																			
2.6	Hectares of land benefiting from improved agricultural management	Irrigation	Rehabilitation	Improved Management	Unspecified															
3. Improving Migration Management																				
3.1	Number of projects by diaspora members																			
3.2	Number of migrants in transit protected or assisted	Protection measures	Medical and psycho-social assistance	Shelter	Food	Legal assistance	Unspecified													
3.3	Number of migrants, or potential migrants, reached out by information campaign on migration and risks linked to irregular migration																			
3.4	Number of voluntary returns or humanitarian repatriation supported	Transportation	Pre-departures counselling	Assistance to obtain travel documents	Return ticket	Travel escorts	Assistance upon arrival													
3.5	Number of returning migrants benefiting from reintegration packages	Used for income-generating activities	Used for medical assistance	Used for education	Used for housing support	Unspecified														
3.6	Number of refugees and forcibly displaced persons benefiting from a legal integration process																			
3.7	Number of institutions (National and local) and Non-State actors directly supported through capacity building on migration management	Capacity building	Operational support	Unspecified																
3.7 bis	Number of individuals trained on migration management	State actors	Non State actors																	
3.8	Number of early warning systems created																			
4. Improved governance																				
4.1	Number of staff from governmental institutions and internal security forces trained	Ministry workers	Judges	Justice actors	Policemen	National guards	Unspecified													
4.1 bis	Number of institutions and non-State actors benefiting from capacity building on security, conflict prevention and human rights	Capacity building	Operational support	Unspecified																
4.2	Number of people participating in conflict prevention and peace building activities	Community dialogue	Civilian mediation	Peacebuilding actions	Awareness raising activities	Unspecified														
4.3	Number of victims of trafficking, assisted or referred to assistance services	Medical assistance	Psycho-social assistance	Counselling	Accommodation	Legal counselling	Family tracing	Support to travel documents	Assistance to voluntary return	Unspecified										
4.4	Number of cross-border cooperation initiatives created / launched or supported																			
4.5	Number of strategies, policies and plans developed and / or directly supported	Geographical Scope			Nature of the output				Type of support											
4.6	Number of refugees benefiting from an Out-of-Camp																			
CROSS-CUTTING																				
5.1	Number of multi-stakeholders groups and learning	Type of actors			Goal of the group/platform															
5.2	Number of planning, monitoring and/or learning tools set up, implemented and / or strengthened	Studies	Needs assessments	Market/skills assessments	Reporting and Statistics systems	Unspecified														