

OIC LABOUR MARKET REPORT 2020

“Progress towards the
Implementation of the
OIC Labour Market
Strategy 2025”



ORGANISATION OF ISLAMIC COOPERATION

STATISTICAL, ECONOMIC AND SOCIAL RESEARCH
AND TRAINING CENTRE FOR ISLAMIC COUNTRIES





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*“Progress towards the Implementation of
the OIC Labour Market Strategy 2025”*



Organization of Islamic Cooperation
Statistical, Economic and Social Research and
Training Centre for Islamic Countries (SESRIC)



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CONTENTS

ACRONYMS	II
FOREWORD	III
EXECUTIVE SUMMARY	1
1 LABOUR MARKET PARTICIPATION AND UNEMPLOYMENT	5
1.1 Labour Force Participation	7
1.2 Employment to Population	13
1.3 Vulnerable Employment	17
1.4 Unemployment	20
1.5 Impacts of the COVID-19	28
2 SKILLS, PRODUCTIVITY AND INCOME	32
2.1 Skills Levels and Occupations	33
2.2 Labour Productivity	39
2.3 Income	41
3 PROGRESS TOWARDS THE IMPLEMENTATION OF THE OIC LABOUR MARKET STRATEGY 2025	45
3.1 Assessment of Key Performance Indicators	47
3.2 Implementation Survey	49
3.3 Recommendations for Effective Implementation of the Strategy during the COVID-19 Pandemic	56
4 CASE STUDIES ON BEST PRACTICES AND LESSONS LEARNT	61
ANNEXES	109
REFERENCES	111

ACRONYMS

ALMP	Active Labour Market Policy
AP	Asia Pacific
E2P	Employment-to-Population
ECA	Europe and Central Asia
GDP	Gross Domestic Product
ICLM	Islamic Conference of Labour Ministers
ICT	Information and Communication Technologies
ILO	International Labour Organization
ISCO	International Standard Classification of Occupations
KPI	Key Performance Indicator
LFPR	Labour Force Participation Rate
LMP	Labour Market Policy
MENA	Middle East and North Africa
NEET	Not in Education, Employment or Training
OECD	Organization of Economic Cooperation and Development
OIC	Organization of Islamic Cooperation
OSH	Occupational Safety and Health
PES	Public Employment Services
PLMP	Passive Labour Market Policy
PPP	Purchasing Power Parity
SME	Small- and Medium-sized Enterprise
SSA	Sub-Saharan Africa
TA	Thematic Area
TVET	Technical and Vocational Education and Training
WB	World Bank
WESO	World Employment and Social Outlook

FOREWORD

The well-functioning and inclusive labour market is a pivotal element in developing and effectively utilising human resources for attaining higher socio-economic development levels. In this context, as a group, the OIC member countries are blessed with a younger and dynamic population which places them at an advantageous position in terms of building a skilled and efficient workforce to spur their economic growth and development. According to the most recent statistics, the OIC member countries, as a group, accounted for 20.3% of world total labour force and 26.5% of world total youth labour force in 2019. Meanwhile, the OIC member countries have also witnessed substantial improvements in the functioning of their labour markets as the shares of vulnerable employment and working poor have decreased from 55.1% to 50.7% and 41.8% to 30.6%, respectively, during the period 2010-2019. On the other hand, the proportion of people employed with high skills increased from 14.4% in 2010 to 16.0% in 2019.

However, in spite of the high potential of their human resources, the OIC member countries, as a group, continued to record comparatively poor labour market indicators in terms of participation, employment and productivity. For example, as of 2019, about 44% of the OIC labour force remained outside of the labour market, the total unemployment rate was recorded at 6.7% with over 47 million people jobless and the labour productivity level in OIC countries was just 29.7% of that in developed countries. In addition, the employment status of more than 50% of the employed people is classified as vulnerable. The gender gap in labour market participation and employment has also continued to be relatively high in OIC countries.

The ongoing COVID-19 pandemic is expected to further jeopardize the hardly achieved gains towards improving the labour market situation in OIC member countries and put the policymakers in a more challenging situation. It is estimated that an additional 8 million people may lose their jobs in the OIC countries until the end of 2020. While millions of people are at risk of losing their jobs, lack of social security coverage and high levels of vulnerable employment pose additional social and economic challenges. Disadvantaged groups, including women, youth and disabled, are more vulnerable to the decreased demand on labour. They are less likely to receive unemployment benefits and related income during extended unemployment in the presence of the already limited fiscal space in many OIC countries. Yet, their current and prospective population structure offers a window of opportunity for the OIC member countries to grow faster with effective use of their dynamic young labour force. In the

face of the global pandemic and slowing economic activities, the joint implementation of the OIC Labour Market Strategy becomes particularly crucial in addressing the common labour market challenges.

In this context, the 2020 edition of the *OIC Labour Market Report* provides an in-depth assessment of the major labour market trends in OIC member countries with a view to highlighting and better understanding the current situation and the main challenges in this important domain. The report also provides a detailed analysis of the implementation of the OIC Labour Market Strategy 2025 based on the results of a survey conducted by SESRIC where many success stories and best practices from the member countries have been documented to enhance the intra-OIC cooperation and facilitate the exchange of knowledge and expertise among the OIC member countries. The *OIC Labour Market Report 2020* is a product of extensive time, effort and dedication undertaken by SESRIC Research Team. I would like to acknowledge their hard work and contributions with the anticipation that this report will contribute to the policy debate on how to address the employment challenges in the most effective ways and improve the labour market performance in the OIC member countries.

Nebil DABUR
Director General
SESRIC

EXECUTIVE SUMMARY

This report provides an update on the current state of labour market in OIC countries and a brief assessment on the progress made towards the implementation of OIC Labour Market Strategy 2025 based on key performance indicators and survey responses. The report also provides selected best practises on the implementation of the strategy.

Main findings of the report are as follows:

Labour force participation and employment

- OIC countries have constantly increased their share in the world **total labour force** from 18.3% in 2010 to 20.3% in 2019. On the other hand, the increase in the share of youth labour force is even more striking, which increased from 21.8% in 2010 to 26.5% in 2019.
- **Labour force participation rate** in OIC countries remained rather stable at around 56% over the last decade, which was estimated at 56.7% as of 2019. However, with female participation rate of 38.1%, OIC member countries are significantly lagging behind the world average of 47.2% in 2019.
- **Youth labour force participation** in OIC countries decreased from 40.1% to 39.0% during 2010-2019. Meanwhile, this ratio decreased even more significantly in non-OIC developing countries from 48.4% to 41.2%. The world average was recorded at 41.2% in 2019.
- The global **employment-to-population ratio** has been constantly falling over the last decade. As it fell from 58.8% in 2010 to 57.4% in 2019. This ratio for the OIC group was estimated at 53.5% in 2010, which slightly fell to 52.9% in 2019. Employment-to-population ratio for female remained only half of the ratio for male population in OIC countries.
- As of 2019, 45.8% of the employed people were wage and salary workers, 37.5% own-account workers, 13.1% contributing family workers and 3.5% employers. With the increasing shares of wage and salary workers and employers in OIC countries, share of **vulnerable employment** has continuously declined to reach 50.7% in 2019 compared to

55.1% in 2010. However, the level of vulnerability of female employed remained excessively high at 62.8%.

- OIC countries recorded significantly higher average **unemployment rates** compared to the world, developed and non-OIC developing countries during the period 2016-2019. Total unemployment rate was on average 6.7% in OIC countries, 5.1% in non-OIC developing countries and 4.8% in developed countries. The rate of female unemployment remains highest in OIC countries with 8.1% in 2019.
- Youth (aged 15 to 24 years) continue to suffer from lack of decent job opportunities across the globe. As of 2019, **youth unemployment** in OIC countries is estimated to reach 14.5%, while it will decline to 10.5% in developed countries and remain at 13.8% in non-OIC developing countries.
- Globally, one-fifth of young people are currently **not in employment, education or training (NEET)**. 25.8% of youth are estimated to be in NEET status in OIC countries. This ratio is 22.4% in non-OIC developing countries and 11.2% in developed countries.
- The **COVID-19** crisis is having a substantial impact on economic activities, with serious implications for the labour market. Globally, the unemployment rate is estimated to increase by around 1% in 2020. If the unemployment increases at the same rate in the group of OIC countries, the total number of unemployed persons would increase from its previously estimated level of 47.7 million to 53.3 million in 2020. In worst case scenario, the number of unemployed people in OIC countries would exceed the 55 million mark in 2020.

Skills, productivity and income

- **Educational level of labour force** in OIC countries is relatively low. Around 28% of labour force is estimated to have less than basic education, which is only 14.1% in non-OIC developing countries and 0.4% in developed countries. Moreover, 30.6% of OIC labour force has only basic level of education. The shares of labour force with intermediate and advanced education in OIC countries are only 23.5% and 12.3%, respectively.
- The **level of skills** and qualifications of a person is a critical factor in enhancing the employability in the labour market and promoting productivity. It is observed that while the shares of employed people with medium and high skills increased, the share of employed people with low skills is falling over the years. The share of people with high skills in OIC countries was recorded at 16% in 2019 as compared to 14.4% in 2010.
- When total employment is disaggregated into three broad sectors, namely agriculture, industry and services, the share of employment in **agriculture** in OIC countries is estimated at 32.3%, **industry** at 21.2% and **services** at 46.5%.
- At the global level, **labour productivity** has witnessed an increasing trend during the period 2010-2019. Output per worker in OIC countries has also increased from US\$ 24,500 in 2010 to US\$ 28,400 in 2019, as measured in constant international prices

based on purchasing power parity (PPP). However, an average worker in the group of OIC countries produced only 29.7% of the output produced by an average worker in the developed countries in 2019.

- With respect to **income levels**, the share of “extremely poor” in OIC countries decreased from 18.3% in 2010 to 12.6% in 2019. The share of “moderately poor” employed also showed a declining trend and estimated to reach 18% in 2019 compared to 23.5% in 2010. In contrast, the share of employed classified under “near poor” income level remained mostly stable at around 24%. In 2017, a worker in the lowest decile of earning distribution earned \$271 per year (or just US\$23 per month), whereas a worker in the richest 10% got \$91,200, or US\$7,600 per month.

Implementation of OIC Labour Market Strategy

- Assessment of key performance indicators (KPIs) reveal that while some progress has been made in reducing working poverty rate, improving productivity and skills levels, indicators on participation to labour market, unemployment, youth unemployment and gender gap in labour market participation could not be improved.
- Based on the response to SESRIC survey from 20 OIC countries, 32% of all actions recommended in the strategy document were completed, 38% were initiated but not completed and 30% were not initiated yet. Moreover, in 68% of cases, countries are willing to engage in knowledge sharing activity. This reflects a relatively strong initial conditions to move forward and achieve the strategic goals suggested in the OIC Labour Market Strategy 2025 document.
- The highest rate of completion or initiation were observed in thematic areas 3 and 5. On the other hand, the highest share of actions that are not initiated yet are in thematic areas 1 and 2.
- The report also includes a section on best practices in different thematic areas, as shared by member countries. This edition includes 17 case studies on best practices and lessons learnt from 9 OIC countries. The aim of the case studies is to facilitate the knowledge sharing among the OIC countries in addressing some common labour market challenges.
- The best practices are provided by Azerbaijan, Cameroon, Djibouti, Malaysia, Nigeria, Palestine, Qatar, Saudi Arabia and Turkey.

Overall, the report found that labour force participation rate, employment to population ratio, the share of labour force with tertiary education are lower, but female unemployment rate, the share of vulnerable employment, the share of employment in agriculture, inactivity rate, and share of labour force primary education are higher in OIC countries compared to other developing and developed countries.

As a long-standing problem in OIC countries, inactivity creates major economic problems by hampering economic growth and poverty alleviation, raising economic dependency and contributing to increased economic pressure on public resources. Addressing this challenge would contribute to achieving a more inclusive and productive economy across the OIC member countries. In addition to great potential impacts on economic development, reducing economic inactivity will also contribute to solving diverse social problems.

The implementation of an overall framework will be affected by a wide range of factors, including macroeconomic conditions, the ability of the economy to create new jobs, fiscal space to cover the costs of skills development and specific incentives, the ability of the labour market to utilize long-term unemployed or still inexperienced workforce, among others. Country specific strategies should be designed in a way that takes into account these diverse factors. It is often challenging to allocate limited resources across priority areas in different sectors, but efficient use of resources is the only way to achieve developmental goals.

There are also great uncertainties caused by the recent COVID-19 pandemic. The impacts of the pandemic are also not distributed evenly across OIC countries and are not easy to account for as the pandemic still goes on at varying intensities. Nevertheless, the supply and demand shocks caused by the COVID-19 require major policy interventions to prevent a larger second wave shock, reduce the negative impacts on social groups and recover economic activities.

The lockdown measures cause underemployment or unemployment in the affected economies. In order to minimize the labour market impacts, there is a need for enhancing employment support and job search services, and providing training opportunities for workers to upgrade their skills. Homestay orders actually offer a great opportunity for e-learning and skills upgrading, which can be subsidized by governments. For those who became unemployed and had no opportunity to obtain new skills, special retraining and upskilling programs can be developed and their reintegration can be supported through job search services for workers and special incentives for employers. Considering the fact that a bulk of employment in SMEs are informal, in the short-term additional benefits can be provided for affected workers in the form of unemployment insurance and cash assistance.

SECTION ONE

LABOUR MARKET PARTICIPATION AND UNEMPLOYMENT

Demographic structure of a society has direct implications on the economic activities. The proportion of the population in each age group has implications on savings behaviour, participation in the labour market, investment and expenditure decisions. These, in turn, affect the economy through its impact on real output growth, productivity, inflation and interest rates. Young people are more likely to engage in investment in their own skills as well as other productive assets in an effort to achieve a wealthier future. Well educated young population with good prospects in the labour market are likely to make a significant contribution to overall economic development.

Labour market structure of an economy reflects the existing capabilities in achieving transformation towards more productive sectors. Low levels of skills, high unemployment, lack of investment to new skills, high informal unemployment and high prevalence of skill mismatch are some of the labour market characteristics observed in many OIC countries. Additional challenges are faced due to economic policies that provide special incentives to some sectors for development, education policies that provide opportunities for only limited share of the population, political approaches that do not help to improve the equal access to services, or external shocks that limit the capacities of countries to tackle the labour market challenges.

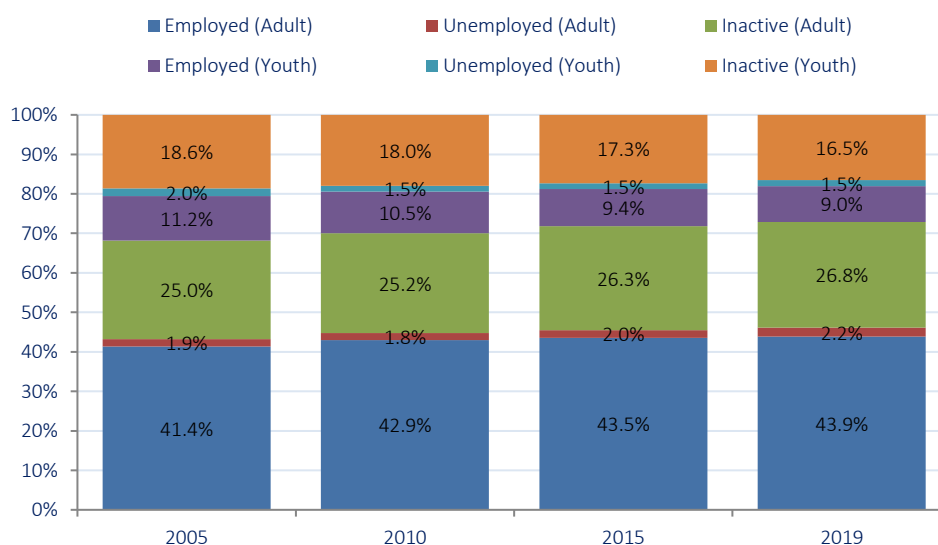
OIC countries have relatively higher population growth and a higher proportion of youth in total population compared to other parts of the world, which requires devising special policies to create jobs and improve skills of the labour force for enhanced employability. However, there are numerous internal and external challenges that make the job of the policymakers more difficult. While education and private sector development policies are some of the internal critical issues, the recent COVID-19 pandemic is an example on the external challenges, which is likely to leave long-lasting harms on real economies in terms of output contractions, financial deficits and high unemployment rates. Although the negative impacts of the crisis on the real economy vary widely among countries and regions, the sharp increase

in unemployment rates around the world will be the most common and severe one. A heavy price is expected to be paid in terms of lost jobs, reduced hours and associated income losses. Low-skilled workers, young people and workers on temporary contracts with limited employment protection usually suffer quite a lot. Despite different forms of policy interventions adopted since the onset of the crisis, global unemployment will likely to increase significantly and a major proportion of labour force will remain out of the labour force with further implications on skills formation.

OIC countries face particular challenges with respect to the labour market structure. Figure 1.1 shows the shares of employed, unemployed and inactive proportions of the total population, disaggregated by age (youth: 15-24 and adult: 25+ ages). In total working age population of OIC countries, around 52.9% of people were employed in 2019, 43.9% of which are adult and 9% are youth people. Share of unemployed people represents only 3.7% of the total working age population (2.2% adult and 1.5% youth). On the other hand, 43.3% of people of working age are inactive, or not engaged actively in the labour market, either by working or looking for work. This clearly indicates that while unemployment is a serious concern, inactivity is even a more severe problem. Share of the inactive population in non-OIC developing countries is 37.9% and in developed countries 39.4%. Therefore, OIC countries need special measures to encourage people to enter actively into the labour market through various labour market policies, such as skills development and vocational education programs.

There are a variety of reasons why some individuals do not participate in the labour force. Among these reasons are caring for family members, retirement, sickness, disability, education, unavailability of suitable jobs, and unwillingness to work. Increase in the number

Figure 1.1: Structure of Labour Market in OIC Countries



Source: SESRIC staff calculations based on ILO Modelled Estimates, November & July 2019.

of people who are inactive, for whatever reason, can have an impact on the unemployment rate as it can reduce the number employed, unemployed or both. If the number of unemployed is held constant, a fall in the number of employed will raise the unemployment rate.

All these issues make the discussions on labour markets even more interesting. Section 1 of the report provides a detailed account of labour market conditions in OIC countries by looking into labour market participation, employment-to-population ratio, vulnerable employment and unemployment rate. It also provides a brief analysis of the possible impacts of the COVID-19 pandemic on unemployment in OIC countries. The data used in this section and the next section are mainly obtained from the International Labour Organization (ILO) Modelled Estimates database for the sake of completeness. Box 1.1 provides some information on the advantages and disadvantages of this particular database.

1.1 Labour Force Participation

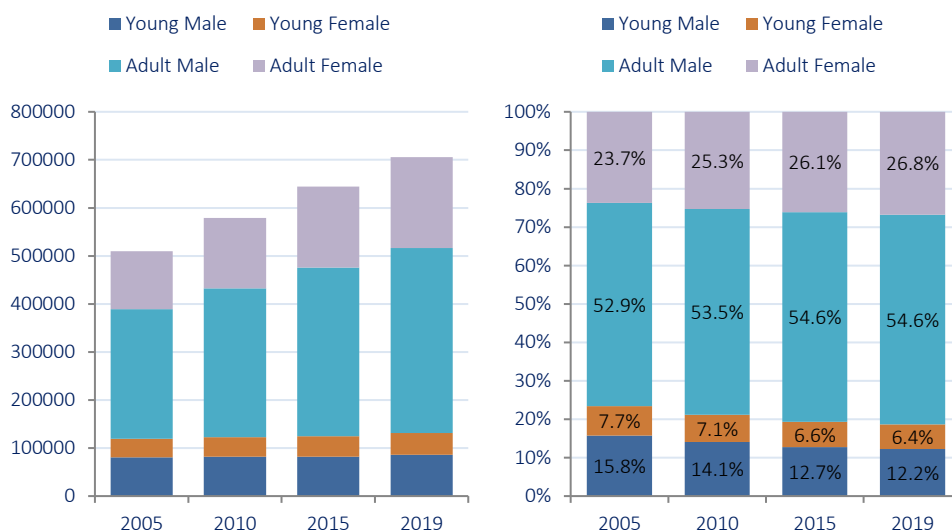
Although the unemployment rate is accepted as one of the leading macroeconomic variables and commonly used to examine the performance of the economy, it may not accurately reflect the healthiness of labour market as the definition focus on people seeking employment for pay but not the magnitude of people who are not working actually. Due to these deficiencies, it might be ideal to start with labour force participation rate (LFPR), which measures the proportion of people aged 15 and above that engages actively in the labour market, either by working or actively searching for a job. It provides an indication of the relative size of the supply of labour available to engage in the production of goods and services.

Box 1.1: ILO Modelled Estimates

The statistics provided in this report largely rely on the ILO modelled estimates. The ILO modelled estimates series provides a complete set of internationally comparable labour statistics, including both nationally-reported observations and imputed data for countries with missing data. The imputations are produced through a series of econometric models maintained by the ILO. The purpose of estimating labour market indicators for countries with missing data is to obtain a balanced panel data set so that, every year, regional and global aggregates with consistent country coverage can be computed. These allow the ILO to analyse global and regional estimates of key labour market indicators and related trends. Moreover, the resulting country-level data, combining both reported and imputed observations, constitute a unique, internationally comparable data set on labour market indicators. Estimates for countries with very limited labour market information have a high degree of uncertainty. Hence, estimates of labour market indicators for countries with limited nationally reported data should not be considered as “observed” data, and great care needs to be applied when using these data for analysis, especially at the country level.

Source: ILOStat, <https://ilostat.ilo.org/resources/methods/ilo-modelled-estimates/>

Figure 1.2: Structure of Labour Force in OIC Countries



Source: SESRIC staff calculations based on ILO Modelled Estimates, November & July 2019.

Figure 1.2 shows the structure of the labour force in OIC countries disaggregated by age group and gender. As of 2019, the total labour force of the OIC countries exceeded 700 million. About 81.3% of the total labour force in OIC countries is estimated to be adult and the remaining 18.7% is youth. When the labour force is disaggregated by gender, 66.8% of the total labour force is male (12.2% is youth and 54.6% is adult) and the remaining 33.2% is female (6.4% youth and 26.8% adult). The share of adult labour force vis-à-vis youth labour force has been increasing over time and reached its current level of 81.3% from 76.6% in 2005. Similarly, albeit at a slower pace, the share of the female labour force is rising in the total labour force, which increased 1.9 percentage points compared to 31.3% in 2005.

With regard to the share of OIC countries in world total labour force, Figure 1.3a shows that OIC countries have constantly increased their share in the world from 18.3% in 2010 to 20.3% in 2019. On the other hand, the increase in the share of youth labour force is even more striking, which increased from 21.8% in 2010 to 26.5% in 2019. This trend is in line with the increasing share of OIC countries in world total youth population (see SESRIC, 2016 for more discussion on the population structure of OIC countries). Therefore, it is critical for OIC countries to effectively utilize the relatively growing size of the youth labour force in economic development.

While the share of OIC countries in world total labour force is increasing, their labour force participation rate is not particularly promising. As shown in Figure 1.4, the average labour force participation rate in OIC countries is constantly lower than in other country groups. However, contrary to non-OIC developing countries, it followed a fairly stable trend at around 56% during 2010-2019. As of 2019, LFPR in OIC countries was estimated at 56.7%, while this ratio

Figure 1.3a: Share of OIC Countries in World Total Labour Force (2010 vs 2019)

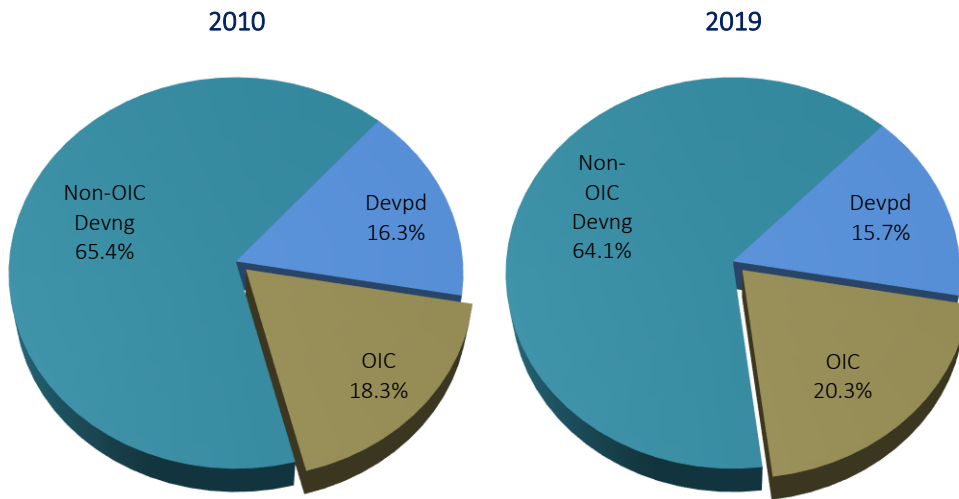
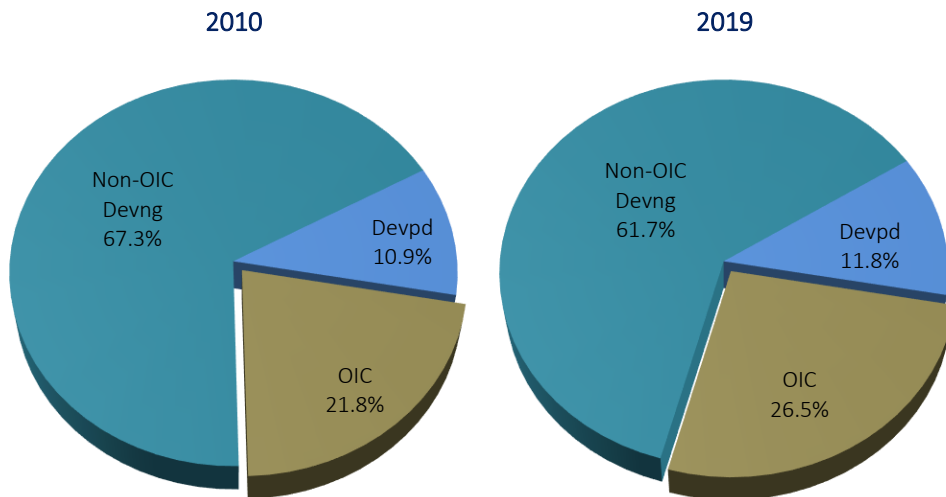


Figure 1.3b: Share of OIC Countries in World Total Youth Labour Force (2010 vs 2019)

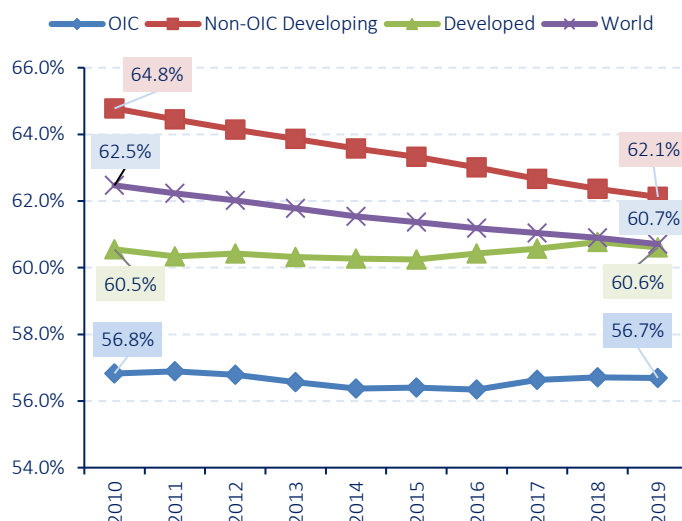


Source: SESRIC staff calculations based on ILO Modelled Estimates, November & July 2019.

was 62.1% in non-OIC developing countries and 60.6% in developed countries. The world average was 60.7%.

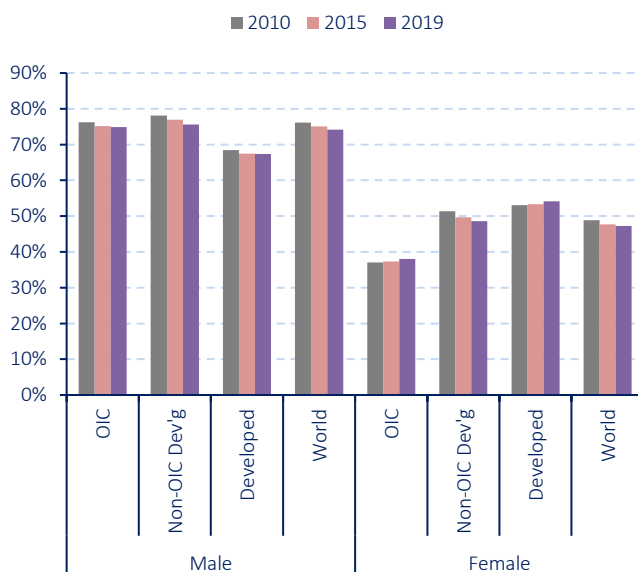
As for the labour force participation rate of the male population, OIC member countries have a participation rate of 74.9% compared to 75.6% in non-OIC developing countries and 67.3% in developed countries in 2019 (Figure 1.5). Although OIC member countries registered globally comparable performance in terms of male labour force participation rates, their performance in the case of female labour force participation rate remained significantly

Figure 1.4: Labour Force Participation Rate



Source: SESRIC staff calculations based on ILO Modelled Estimates, November & July 2019.

Figure 1.5: Labour Force Participation Rate by Gender

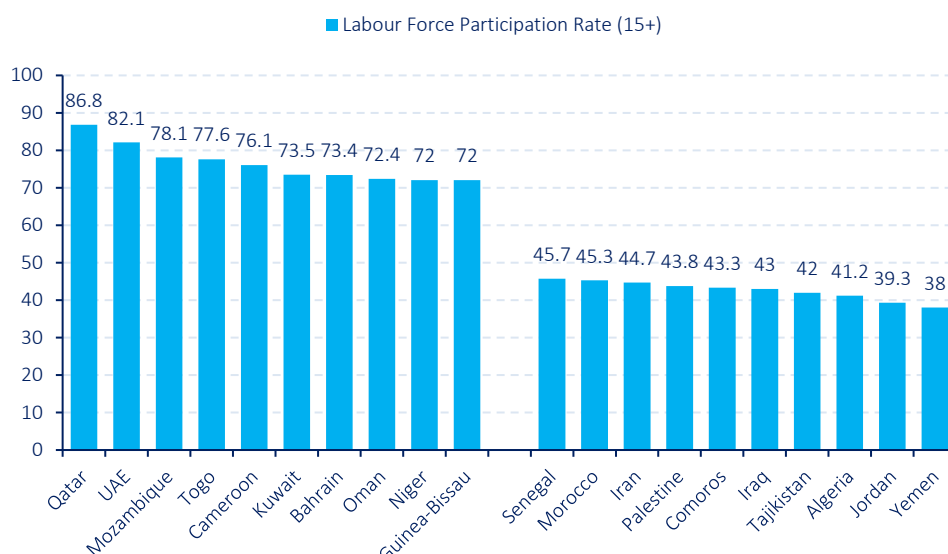


Source: SESRIC staff calculations based on ILO Modelled Estimates, November & July 2019.

poorer. Female labour force participation rate in OIC member countries was recorded at 38.1% in 2019. Despite the slight increase over the last decade, average female LFPR remains significantly lower than the average of non-OIC developing countries (48.6%) and the average of developed countries (54.2%). The world average male LFPR decreased from 76.1% in 2010 to 74.2% in 2019. Similarly, female LFPR fell from 47.7% in 2010 to 47.2% in 2019.

At the individual country level, Qatar registered the highest labour force participation rate (86.8%) in 2019, followed by United Arab Emirates (82.1%), Mozambique (78.1%), Togo (77.6%) and Cameroon (76.1%) (Figure 1.6). On the other hand, the lowest participation rate was recorded in Yemen with 38.0%. It is followed by Jordan (39.3%), Algeria (41.2%), Tajikistan (42.0%) and Iraq (43.0%). At the global level, with respect to labour force participation rate, Qatar is ranked at 1st and the United Arab

Figure 1.6: Top 10 Countries with Highest and Lowest Participation Rates (2019)



Source: ILO Modelled Estimates, November & July 2019.

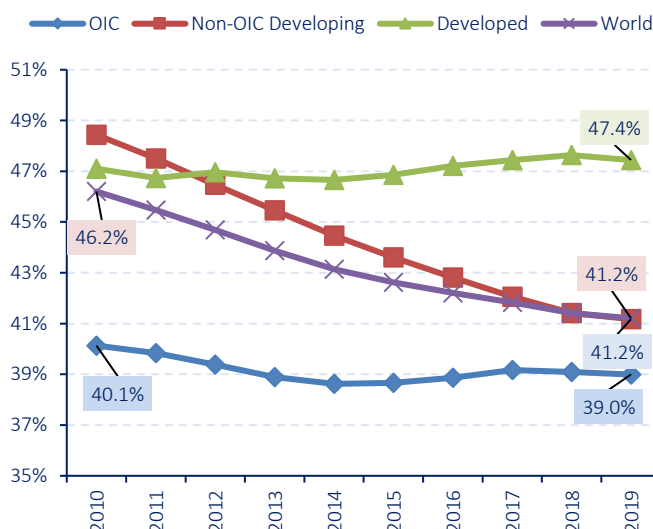
Emirates at 9th position. It is also worth mentioning that 15 out of the world 20 countries with the lowest participation rates in 2019 are OIC member countries.

The above analyses on labour force participation also imply higher inactivity rates in OIC countries as compared to other country groups. The share of the inactive population in OIC countries increased to 43.3% in 2019 from 43.2% in 2010. Almost 62% of the female labour force remained out of the labour market. It is necessary to devise effective policies to encourage the participation of labour force to labour market to utilize their economic potentials.

Youth Labour Force Participation

With respect to young population aged 15-24, a

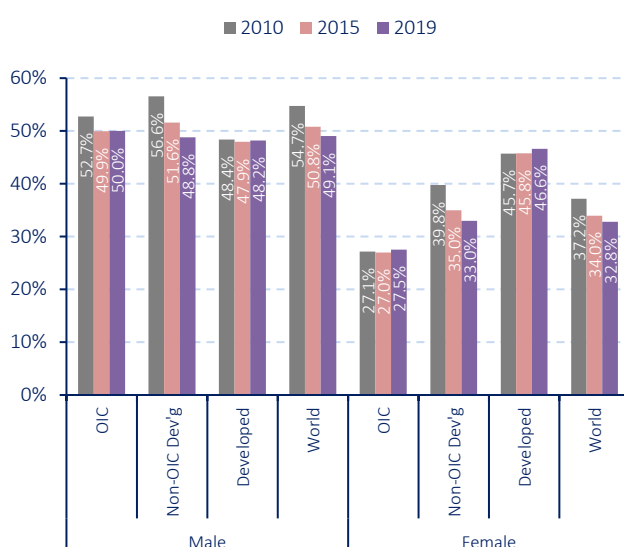
Figure 1.7: Youth Labour Force Participation Rate



Source: SESRIC staff calculations based on ILO Modelled Estimates, November & July 2019.

slightly declining trend is observed in the labour force participation of OIC countries, as more young people, frustrated with their employment prospects, continue to drop out of the labour market (Figure 1.7). The global youth labour force participation rate was estimated at 41.2% in 2019, which is significantly below the rate observed in 2010 (46.2%). In OIC countries between 2010 and 2019, youth labour force participation decreased from 40.1% to 39.0%, but it decreased even more significantly in non-OIC developing countries, which recorded a decrease from 48.4% in 2010 to 41.2% in 2019. This trend can largely be explained by the rising participation of young people to education and vocational training programmes, longer stay in school and tough labour market policies avoiding the work of teenagers.

Figure 1.8: Youth Labour Force Participation Rate by Gender



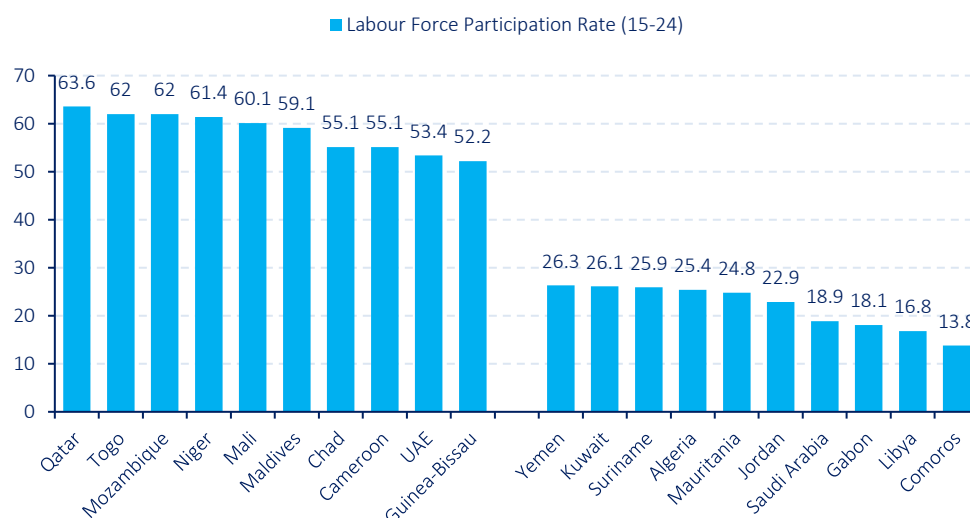
Source: SESRIC staff calculations based on ILO Modelled Estimates, November & July 2019.

participation also showed a declining trend in all country groups during the period under consideration. It decreased from 52.7% to 50.0% in OIC countries, from 56.6% to 48.8% in non-OIC developing countries and from 48.4% to 48.2% in developed countries.

At the individual country level, the highest youth labour force participation rate was recorded in Qatar (63.6%), Uganda (62.0%), Mozambique (62.0%) and Niger (61.4%). Except for Qatar and the United Arab Emirates, other countries with ten highest participation rates are the least developed countries. On the bottom side, Comoros was the country with the lowest participation of young people to labour force with a rate of 13.8% only. Libya (16.8%), Gabon (18.1%), Saudi Arabia (18.9%) and Jordan (22.9%) were the other OIC countries with the lowest youth participation in labour force (Figure 1.9). The four OIC countries with the lowest youth LFPR represent also the countries with the lowest youth LFPR in the world.

The declining trend in youth labour force participation is observed in both male and female populations in the world. While the participation rate of the young female population in OIC countries slightly increased from 27.1% in 2010 to 27.5% in 2019 (Figure 1.8). However, despite more substantial reductions in other country groups, youth female participation in OIC countries continued to remain significantly below the averages of other country groups. Male

Figure 1.9: Top 10 Countries with Highest and Lowest Youth Participation Rates (2019)

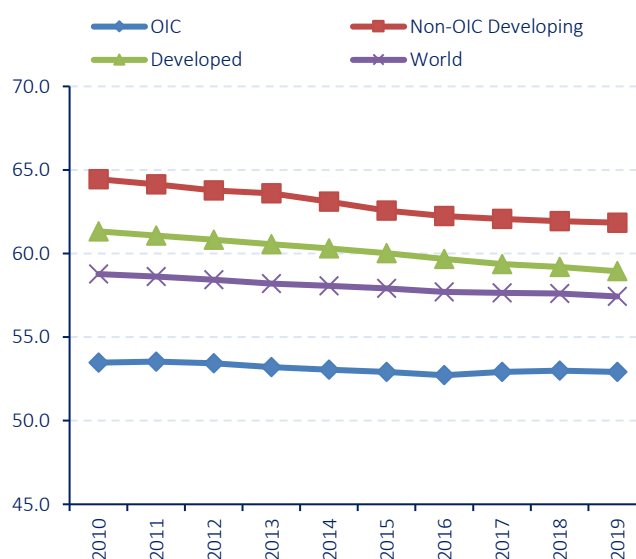


Source: ILO Modelled Estimates, November & July 2019.

1.2 Employment to Population

The employment-to-population (E2P) ratio is defined by ILO as the proportion of a country's working-age population that is employed. A high ratio means that a large proportion of a country's population is employed, while a low ratio means that a large share of the population is not involved directly in market-related activities, because they are either unemployed or out of the labour force altogether. The global employment-to-population ratio has been constantly falling over the last decade. It fell to 57.4% in 2019 compared to 58.8% in 2010. The male employment-to-population ratio at global level stood at 70.3% and the female ratio at 44.6%.

Figure 1.10: Employment to Population Ratio (2010-2019)



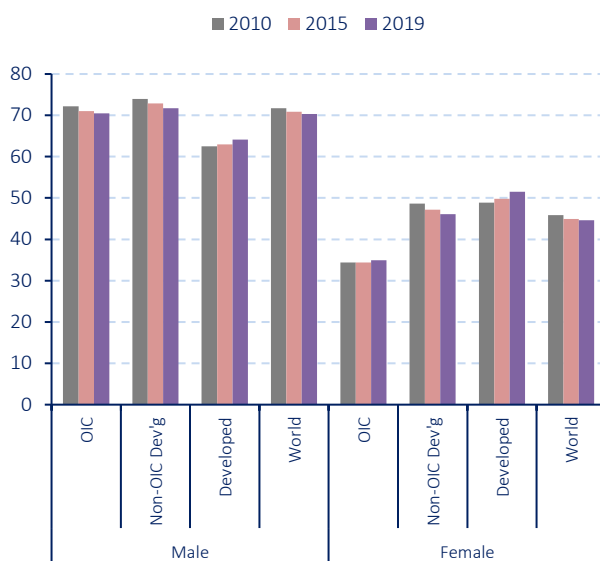
Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019.

The E2P ratio in OIC countries remained significantly below

the world average and average of other country groups. The ratio in the OIC region was estimated at 53.5% in 2010, which slightly fell to 52.9% in 2019 (Figure 1.10). The fall in non-OIC countries was more severe, which declined from 64.4% to 61.8% during the same period. Similarly, it decreased to 58.9% in developed countries from its level of 61.3% in 2010. Nonetheless, the E2P ratio was relatively more stable in the group of OIC countries as compared to other country groups, resulting in lower differences with other county groups. As of 2019, OIC countries reduced the gap with the world average from 5.3 percentage points to 4.5 percentage points.

The employment-to-population ratio for female is only half of the ratio for male population in OIC countries (Figure 1.11). Despite a slight increase in the ratio for female, the ratio remained

Figure 1.11: Employment to Population Ratio by Gender



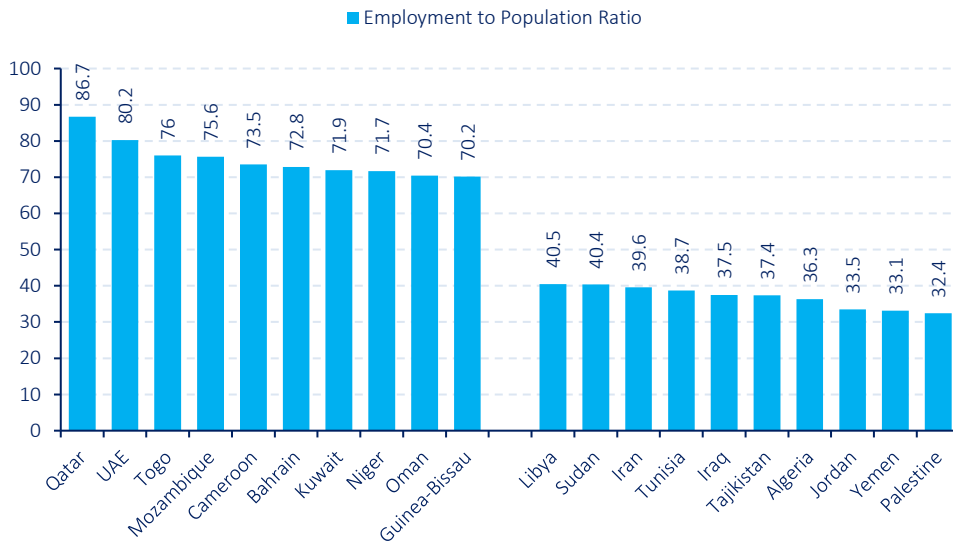
Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019.

at 35.0% in 2019, whereas the ratio for male is as high as 70.5% in the same year. In other country groups, such large divergence is not observed. The gender gap was 25.6% in non-OIC developing countries, but only 12.6% in developed countries.

The highest ratio of employment to total working age population within the OIC group in 2019 was recorded in Qatar with 86.7%, which was also the highest ratio in the world (Figure 1.12). It was followed by United Arab Emirates (80.2%), Togo (76%), Mozambique (75.6%) and

Cameroon (73.5%). This reflects the fact that these countries have relatively high shares of labour force participation and low levels of unemployment. On the other hand, the lowest proportion of employed population to total working age population was observed in Palestine with 32.4%, which was also the lowest in the world. Other countries with low proportion were Yemen (33.1%), Jordan (33.5%), Algeria (36.3%) and Tajikistan (37.4%). Yemen and Jordan have also the second and third lowest rates in the world. Lower E2P ratio in these countries is an outcome of a combination of low labour force participation and/or high unemployment in the labour market, which requires them to address both challenges at the same in order to raise the E2P ratio.

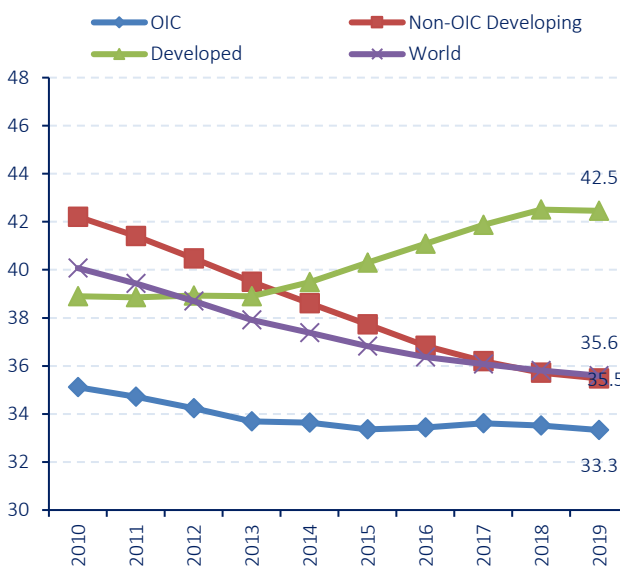
Figure 1.12: Top 10 Countries with Highest and Lowest Employment to Population Ratio (2019)



Source: ILO Modelled Estimates, November 2019.

Labour force participation of young people aged 15-24 followed a declining trend, as shown earlier (see Figure 1.7). A similar trend was observed in the case of E2P ratio. It has been falling in all country groups, except for the developed countries during the period under consideration. OIC countries as a group have the lowest ratio with a value of 33.3% in 2019 (Figure 1.13). A sharp fall was however observed in case of non-OIC developing countries with E2P ratio declining from 42.2% in 2010 to 35.6% in 2019. On the other hand, E2P ratio among the youth population in developed countries increased constantly to reach 42.5% in 2019.

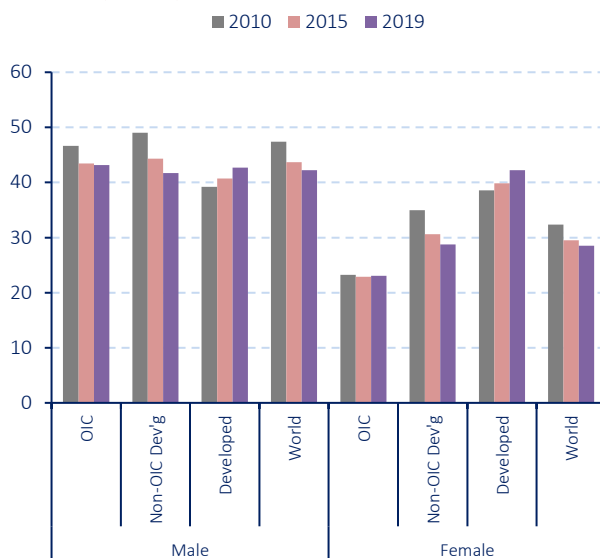
Figure 1.13: Employment to Population Ratio, Youth



Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019.

The ratios disaggregated by gender reveal a decreasing trend for both females and males in developing countries, including the OIC countries. The employed young male and female

Figure 1.14: Employment to Population Ratio by Gender (Youth)

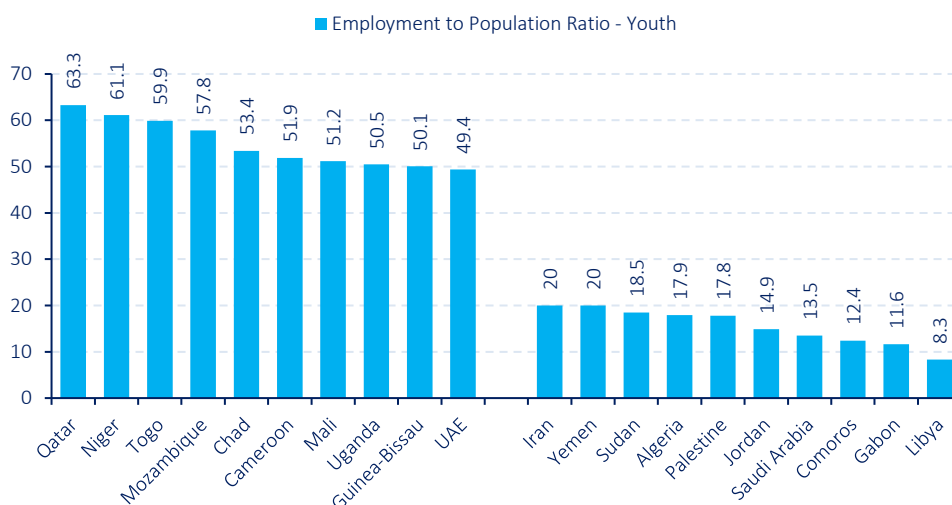


Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019.

accounted increasingly lower share of the population in both OIC and non-OIC developing countries (Figure 1.14). Yet, young male E2P ratios were at similar levels (42%-43%) in all country groups. The young female population in OIC countries still appear to have relatively much lower representation in the labour market (23.1%) as compared to the average of developed countries (42.2%).

At the individual country level, the ratio of employment to the population for youth in 2019 was highest in Qatar with 63.3% (Figure 1.15). It was followed by Niger (61.1%),

Figure 1.15: Top 10 Countries with Highest and Lowest Employment to Population Ratio (2019)



Source: ILO Modelled Estimates, November 2019.

Togo (59.9%), Mozambique (57.8%) and Chad (53.4%). The lowest ratio was recorded in Libya with 8.3%, which is also the lowest in the world. It was followed by Gabon (11.6%), Comoros (12.4%), Saudi Arabia (13.5%) and Jordan (14.9%).

1.3 Vulnerable Employment

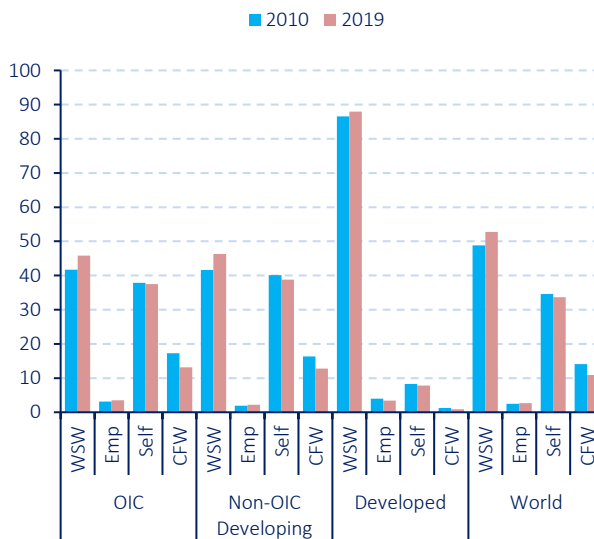
Categorization of employed people by their employment status can help in understanding both the dynamics of the labour market and the level of development of countries. In this context, ILO distinguishes between two categories of the employed people: (a) wage and salaried workers and (b) self-employed workers, with the latter further sub-divided into self-employed with employees (employers), self-employed without employees (own-account workers), members of producers' cooperatives and contributing family workers. Own-account workers and contributing family workers together represent the vulnerable employment.

In 2010, wage and salary workers in OIC countries were accounting 41.7%, own-account workers 37.8%, contributing family workers 17.3% and employers 3.2% (Figure 1.16). Over the years, the shares of wage and salary workers, and employers have increased, but the share contributing family workers decreased. As of 2019, 45.8% of the employed people were wage and salary workers, 37.5% own-account workers, 13.1% contributing family workers and 3.5% employers. A relatively higher share of employers as compared to the world (2.6%) indicates growing

entrepreneurship in OIC countries. It is also a positive development to observe that a larger share of the population in OIC countries has a regular job with wages and salaries. However, it should be noted that 87.9% of the employed in developed countries are wage and salary workers.

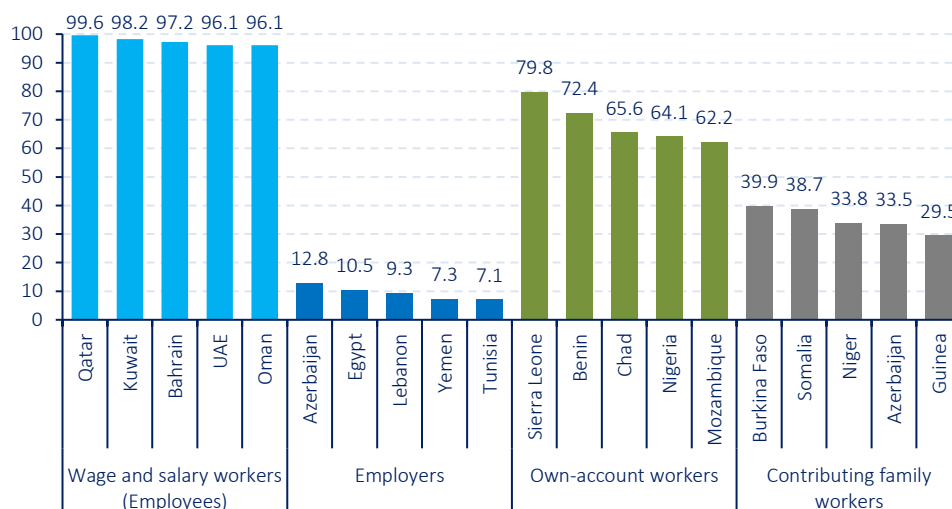
At the individual country level in 2019, GCC countries have the largest shares of employment in the category of wage and salary workers, ranging between 99.6% in Qatar and 96.1% in Oman (Figure 1.17). The share of employers is highest in Azerbaijan (12.8%) and Egypt (10.5%).

Figure 1.16: Status in Employment (%)



Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019. WSW: Wage and salary workers (Employees); Emp: Employers; Self: Own-account workers; CFW: Contributing family workers.

Figure 1.17: Top 5 Countries in Different Status in Employment (2019)

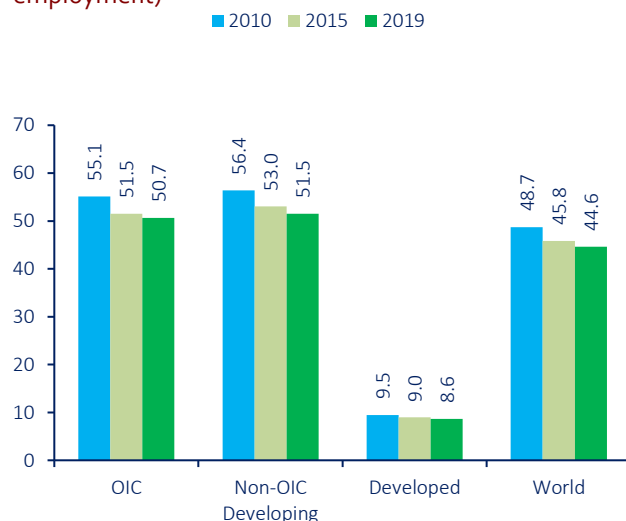


Source: ILO Modelled Estimates, November 2019.

With respect to the shares of own-account workers, Sierra Leone (79.8%) and Benin (72.4%) are the top OIC countries, followed by some other sub-Saharan African countries. Burkina Faso (39.9%) and Somalia (38.7%) are the top OIC countries with highest shares of contributing family workers in the total employed population.

Vulnerable employment reflects working under inappropriate conditions and persons in

Figure 1.18: Vulnerable Employment (% of total employment)



Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019.

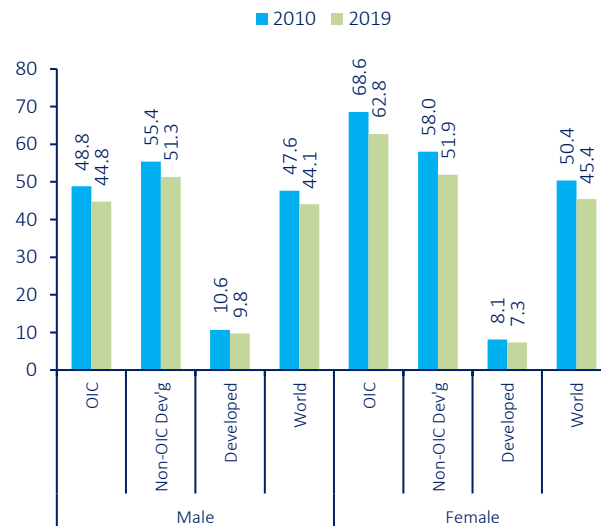
vulnerable employment are more likely to have limited or no access to social security or secure income. According to the ILO, almost 1.5 billion people in the world were in vulnerable employment in 2019, accounting for almost 45% of total employment. With the increasing shares of wage and salary workers and employers in OIC countries, share of vulnerable employment has continuously declined to reach 50.7% in 2019 compared to 55.1% in 2010 (Figure 1.18). Non-OIC

developing countries have also demonstrated a similar success and reduced the share of vulnerable employment during the same period by almost five percentage points. Vulnerable employment is below 9% in developed countries. Overall, the share of vulnerable employment remains excessively high in developing countries.

On the other hand, as shown in Figure 1.19, male workers in OIC countries have made significant progress since 2010 and displayed a lower level of vulnerability (44.8%) in 2019 compared to non-OIC developing countries (51.3%). However, despite some improvement, the level of vulnerability of female employed remained at 62.8% in 2019, a rate which is higher than that observed in non-OIC developing countries (51.9%).

At individual country level, sub-Saharan African countries have the highest shares of

Figure 1.19: Share of Vulnerable Employment by Gender (2010 vs 2019)



Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019.

Figure 1.20a: OIC Countries with Highest and Lowest Shares of Vulnerable Employment (2019)

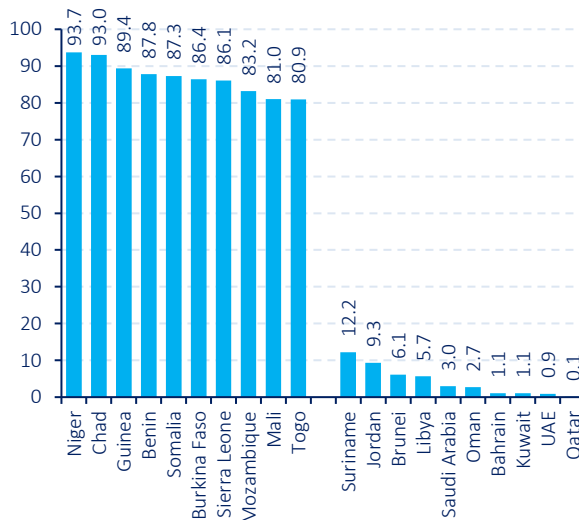
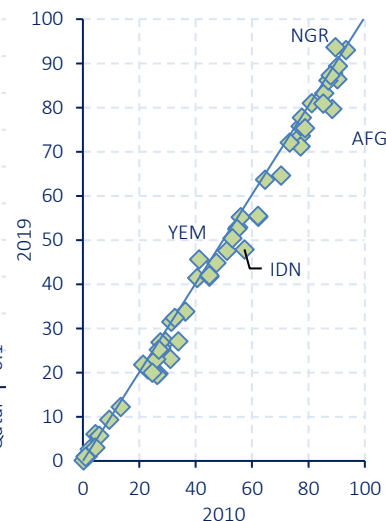


Figure 1.20b: Vulnerable Employment (2010 vs 2019)



Source: ILO Modelled Estimates, November 2019.

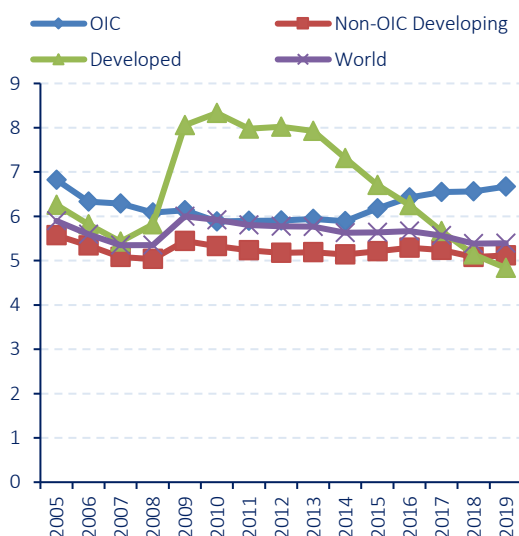
vulnerable employment, reaching up to 93.7% in Niger, 93% in Chad and 89.4% in Guinea in 2019 (Figure 1.20a). Countries in the Gulf region have generally lower shares of vulnerable employment. With only 0.1% share of vulnerable employment, Qatar provides the most appropriate conditions to its workers, followed by United Arab Emirates (0.9%), Kuwait (1.1%) and Bahrain (1.1%). These countries are also among the lowest in the world. Except for eight OIC countries, improvement was observed in the share of vulnerable employment in all OIC countries, with particularly strong improvements in Indonesia and Afghanistan (Figure 1.20b).

1.4 Unemployment

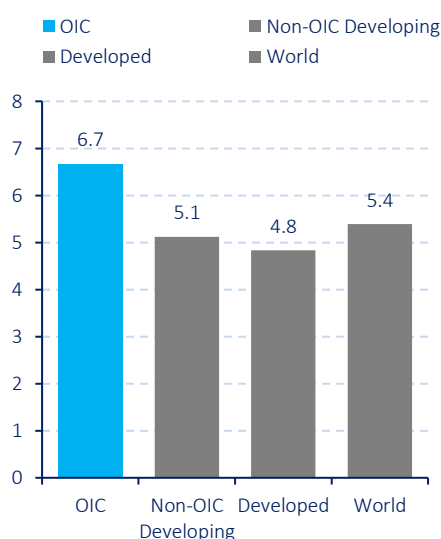
The COVID-19 pandemic has disrupted the world of work with massive consequences on employment, income and productivity. It has put millions of workers and enterprises into extreme vulnerability. Unemployment was already among the most challenging issues across the globe. In its pre-pandemic estimations, the ILO was projecting the unemployment to increase by around 2.5 million in 2020 in its World Employment and Social Outlook 2020 report. The global unemployment rate was expected to remain essentially at the level of 5.4 during 2019-2021 (ILO, 2020a). However, due to ongoing uncertainties about world economic developments, severe aggravation is expected in labour market outcomes in 2020. More detailed analysis of the impacts of the COVID-19 is provided in section 1.5.

According to the latest available data published in November 2019, OIC countries recorded significantly higher average unemployment rates compared to the world, developed and non-OIC developing countries during the period 2016-2019 (Figure 1.21). Since 2005, the total unemployment rate in OIC countries fluctuated between 5.9% and 6.8%. The high

Figure 1.21: Unemployment Rates (2005-2019)



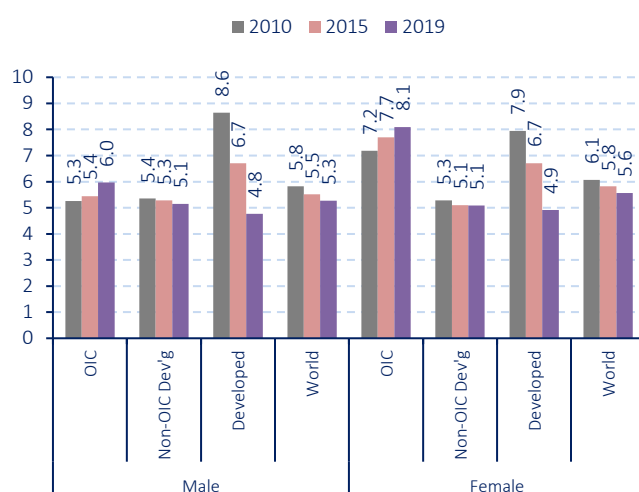
(b) Unemployment in 2019



Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019.

unemployment rates in developed countries following the financial crisis in 2008, which increased up to 8.3%, dropped sharply after 2012 and reached its lowest level of 4.8% in 2019. On the other hand, OIC countries experienced consistently higher rates of unemployment than non-OIC developing countries throughout the period under consideration. The average unemployment rate in non-OIC developing countries remained fairly stable between 5.0% and 5.6%. As of 2019, the total unemployment rate was 6.7% in OIC countries, 5.1% in non-OIC developing countries and 4.8% in developed countries (Figure 1.21b).

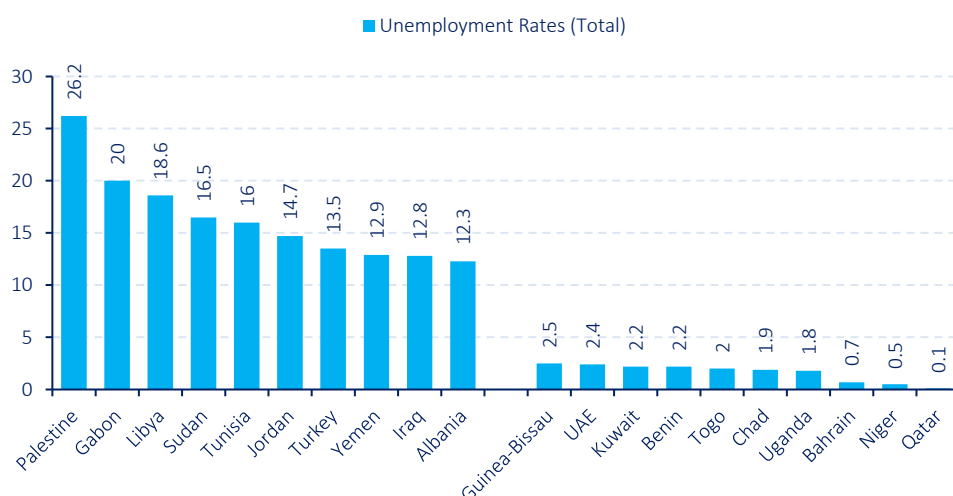
Figure 1.22: Unemployment Rates by Gender



Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019.

Unemployment rates for male labour force are typically lower than the rates for female in almost all country groups. While both female and male unemployment rates followed an upward trend in OIC countries, the rates were falling in other country groups during 2010-2019. The rate of female unemployment remained highest in OIC countries with 8.1% in 2019 (Figure 1.22). It was

Figure 1.23: Top 10 Countries with Highest and Lowest Rates of Unemployment (2019)



Source: ILO Modelled Estimates, November 2019.

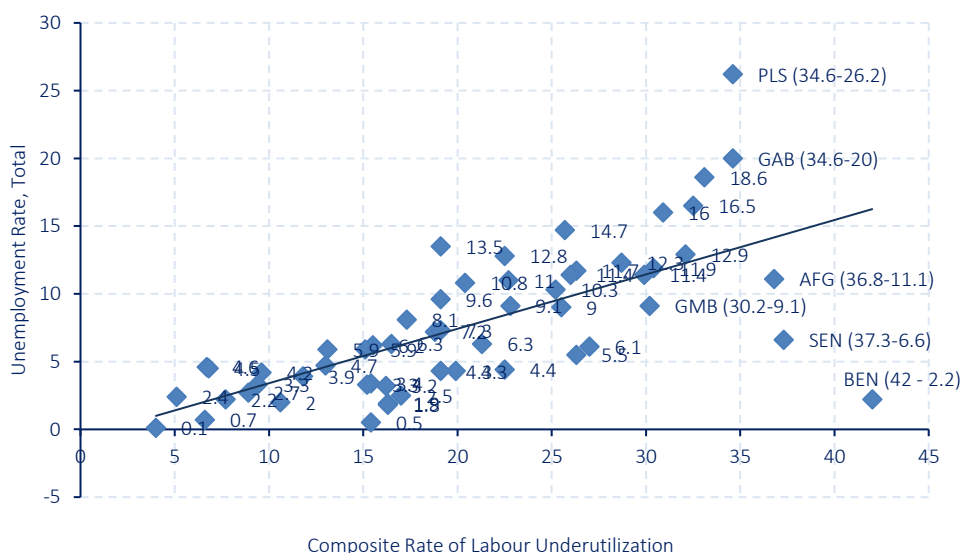
estimated at 5.1% in non-OIC developing countries and 4.9% in developed countries for the same year. The male unemployment rate in OIC countries increased from 5.3% in 2010 to 6.0% in 2019 whereas; it was recorded at 5.1% in non-OIC developing countries. On the other hand, by reducing the rate from 8.6% in 2010 to 4.8% in 2019, developed countries achieved significant success in decreasing male unemployment rates following the global financial crisis.

At the individual country level, unemployment rates greatly varied among OIC countries (Figure 1.23). The unemployed people in 2019 constituted less than 1% of total labour force in Qatar (0.1%), which was also the lowest rate in the world. Niger (0.5%) and Bahrain (0.7%) were also among the ten countries in the world with the lowest unemployment rates. However, unemployment remained a serious concern in Palestine (26.2%, second highest in the world), Gabon (20.0%), Libya (18.6%), Sudan (16.5%) and Tunisia (16%), with a rate above 15%.

Labour Underutilization

The unemployment rate provides a good depiction of the extent to which people who are ready to work are actually able to find and start a job. However, there are people who are not working enough or not in the right job that match their skills, resulting in labour underutilization. It refers to mismatches between labour supply and demand, leading to an unmet need for employment among the population (ILO, 2018). Measures of labour underutilization include, but may not be restricted to time-related underemployment (persons in employment whose working time is insufficient in relation to alternative employment situations), unemployment and potential labour force (persons not in employment who

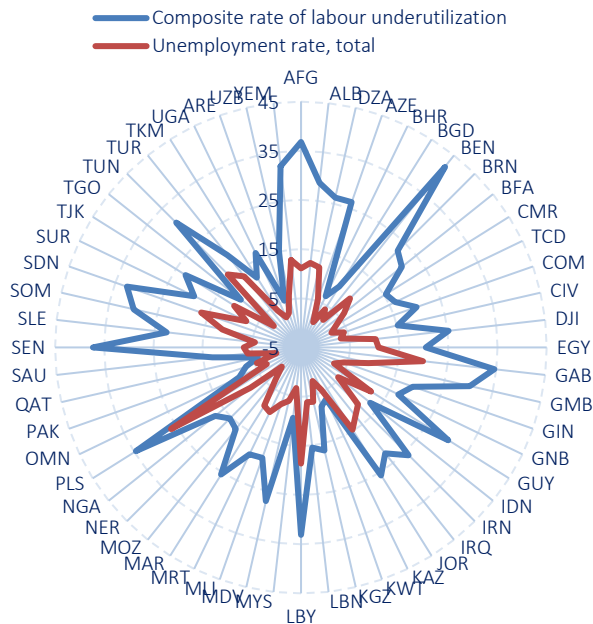
Figure 1.24: Unemployment vs Labour Underutilization in OIC Countries (2019)



Source: ILO Modelled Estimates, November 2019.

express an interest in it but for whom existing conditions limit their active job search and/or their availability). Composite measure of labour underutilization of ILO consists of all these three elements.

Figure 1.25: Unemployment vs Labour Underutilization in OIC Countries (2019)



Source: ILO Modelled Estimates, November 2019.

Accordingly, countries with higher unemployment rates are also facing the challenge of greater labour underutilization (Figure 1.24). However, in some countries, although the unemployment rate is low, time related underemployment is very high. In Benin, for example, while the unemployment rate was only 2.2% in 2019, combined rate of time-related underemployment and unemployment was as high as 39.2%, whereas the composite rate of labour underutilization (including also potential labour force) was 42% (Figure 1.25). Similarly, the unemployment rate is estimated at 6.6% in

Senegal, but the combined rate of unemployment and the potential labour force is 31.1%, reflecting a great share of potential labour force remaining outside of the labour market.

In this regard, unemployment rates alone may be misleading in understanding the labour market dynamics, particularly if time-related underemployment and potential labour force are high. Lack of sufficient unemployment benefit schemes, ineffective employment services and prevalence of informality are some of the factors leading to higher labour underutilization among the employed (time-related underemployment) and persons outside the labour force (the potential labour force). Labour markets are also affected by qualitative labour underutilization, where people hold jobs for which they are overeducated or overqualified (ILO, 2018). This too represents an underutilization of workers' skills and abilities.

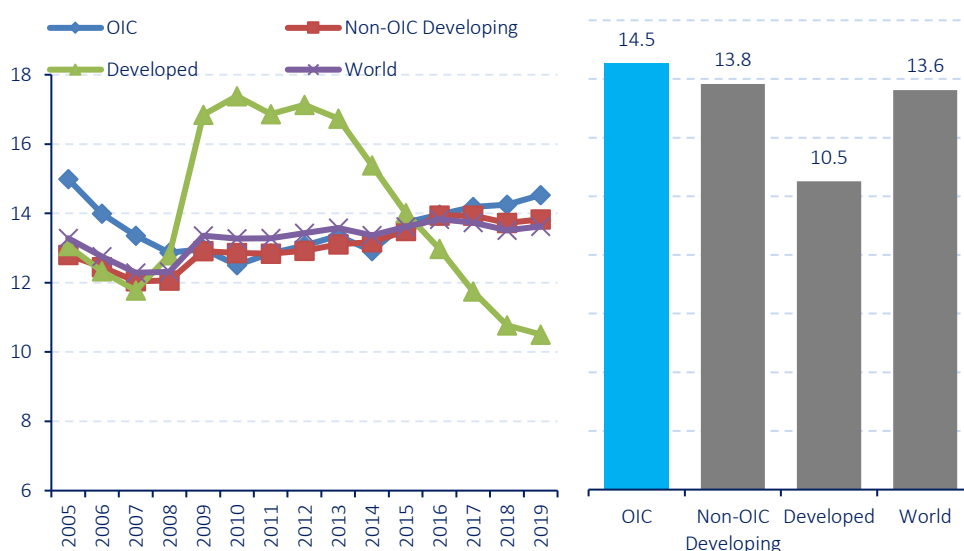
Youth Unemployment

Youth (aged 15 to 24 years) continue to suffer from lack of decent job opportunities across the globe. Between 1999 and 2019, despite the global youth population increasing from 1 billion to 1.3 billion, the total number of young people engaged in the labour force (those who

are either employed or unemployed) decreased from 568 million to 497 million (ILO, 2020b). Although the global youth unemployment rate is 13.6%, there is considerable regional variations, from under 9% in Northern America and sub-Saharan Africa to 30% in Northern Africa.

The figures on youth unemployment rates in OIC countries are not quite promising. The rate remained constantly above 12% and also well above the averages of non-OIC developing and developed countries since 2005. After the financial crisis that hit developed economies, the problem of youth unemployment in these countries became even more serious compared to that in OIC countries during the period 2009-2014 (Figure 1.26). As of 2019, youth unemployment in OIC countries is estimated to reach 14.5%, while it will decline to 10.5% in developed countries and remain at 13.8% in non-OIC developing countries. Overall, youth unemployment rate is following an upward trend in developing countries, but a declining trend in developed countries since 2010.

Figure 1.26: Youth Unemployment (2005-2019) (b) Youth Unemployment in 2019

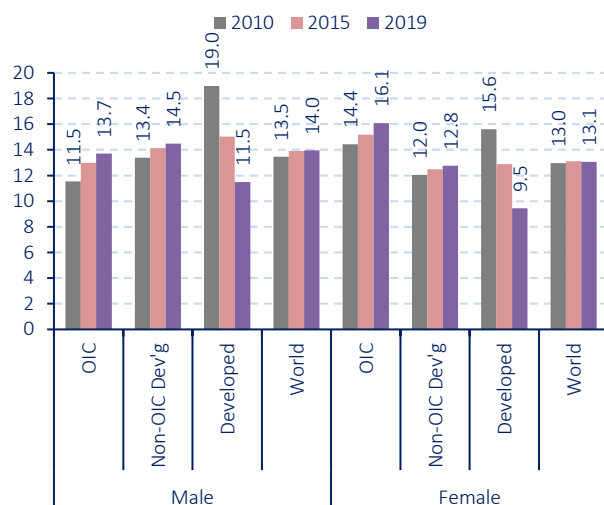


Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019.

As in other major labour market indicators, despite some improvement since 2010, the female unemployment rate among young people is highest in OIC countries and it is getting worse over the years. It is estimated to reach to 16.1% in 2019 from its level of 14.4% in 2010 (Figure 1.27). While female unemployment among youth has been decreasing in developing countries during the period under consideration, it falls in developed countries. As of 2019, it is estimated that 12.8% of the female youth labour force in non-OIC developing countries and 9.5% in developed countries will remain unemployed. With respect to male unemployment

among youth, it is estimated to increase to 13.7% in 2019 in OIC countries and 14.5% in non-OIC developing countries, but decrease to 11.5% in developed countries.

Figure 1.27: Youth Unemployment by Gender



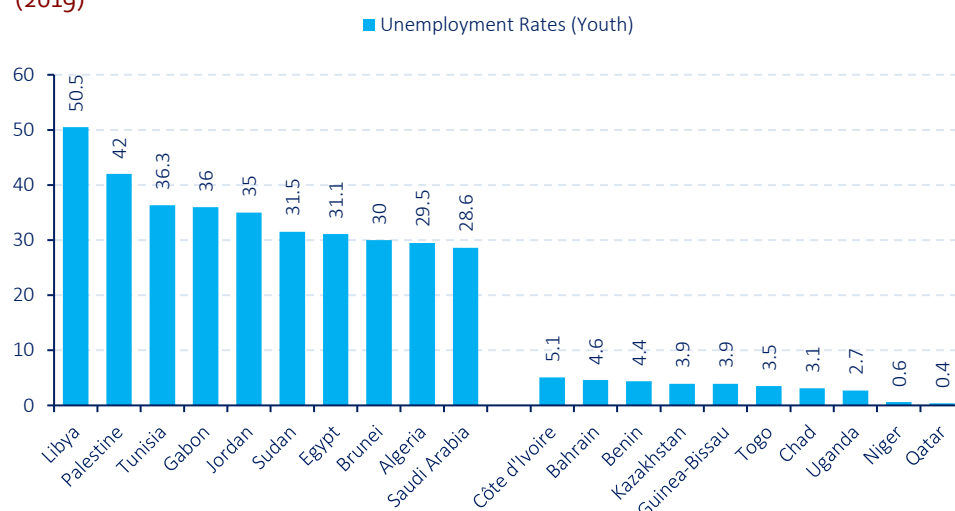
Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019.

There are again wide discrepancies in youth unemployment rates across OIC countries. Qatar (0.4%) and Niger (0.6%) are the countries with the lowest unemployment rates in 2019, which are also the top two countries in the world (Figure 1.30). In contrast, the highest youth unemployment rate was estimated in Libya (50.5%, second highest in the world), followed by Palestine (42%), Tunisia (36.3%), Gabon (36%) and Jordan (35%). In 2019, youth unemployment rate was above 20% in 20 OIC countries

and above the world average of 13.6% in 32 OIC countries.

Share of youth population in total population is significantly higher in OIC countries compared to other country groups. Due to a high youth population and high youth unemployment rates

Figure 1.28: Top 10 Countries with Highest and Lowest Rates of Youth Unemployment (2019)

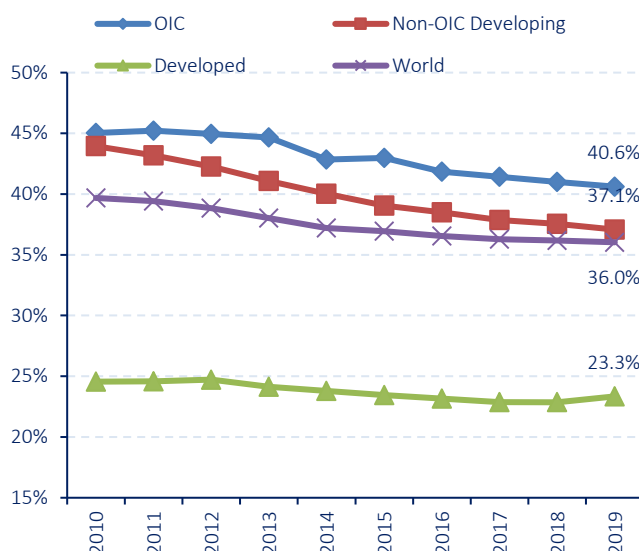


Source: ILO Modelled Estimates, November 2019.

in OIC countries, the share of youth unemployed in total unemployed in OIC countries consequently is considerably above the share in other country groups. This fact is depicted in Figure 1.29. Unemployed youth were accounting for 45% of all unemployed people in OIC countries in 2010. This share has been decreasing over the years and reached 40.6% in 2019. However, it can still be regarded as a significantly high ratio. There is also a declining trend in other country groups. It decreased to 37.1% in 2019 from 43.9% in 2010 in non-OIC developing countries and to 23.3% from 24.6% in developed countries. There is also no substantial discrepancy across gender (Figure 1.30). Generally, the share for male is 3 to 5 percentage points higher than the share for female in all country groups.

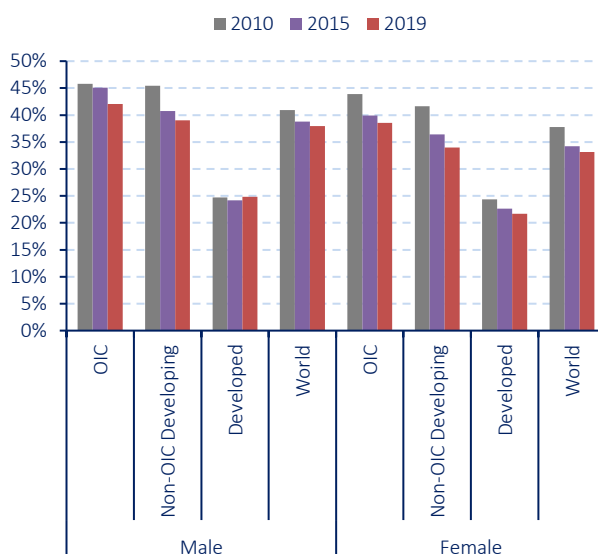
Young people aged between 15 and 24 are three times as likely as adults (25 years and older) to be unemployed (ILO, 2019). This discrepancy is to some extent a result of their limited work experience, which counts against them when they are competing for entry-level jobs. It is also due to the relatively high turnover rate among youth as they attempt to access better positions – those who can rely on their families for financial support may opt for unemployment while searching for jobs that are in line with their aspirations (ILO, 2020b;

Figure 1.29: Share of Youth Unemployed in Total Unemployed (2010-2019)



Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019.

Figure 1.30: Share of Youth Unemployed in Total Unemployed by Gender



Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019.

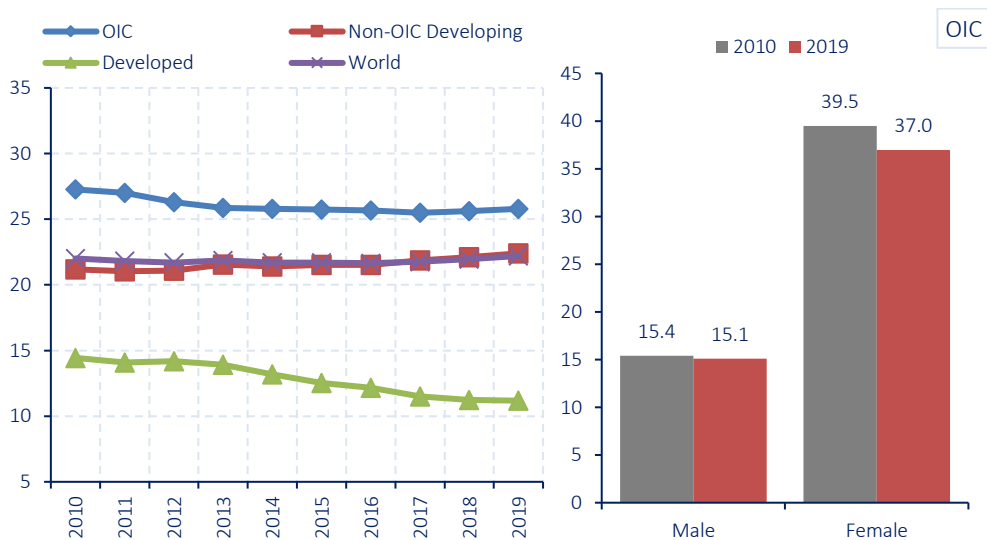
UNDESA, 2018). Moreover, young people often lack both labour market information and job search experience. Adults, on the other hand, might have the possibility of finding work through references from previous employers or colleagues.

All in all, notwithstanding the extent to which the economies of the OIC countries have been affected by the crisis, it is clear that unemployment, both youth and adult, is one of the major economic and social problems that many OIC countries are still facing and requiring urgent solutions. The global estimations following the COVID-19 pandemic are not quite optimistic. The global youth unemployment rate is expected to increase further in 2020. Moreover, unemployment figures understate the true extent of youth labour market challenges since large numbers of young people are working, but do not earn enough to lift themselves out of poverty. Therefore, greater emphasis should be given to young people through promoting their participation into labour market, providing required skills and facilitating to find decent jobs.

Youth Not in Employment, Education or Training (NEET)

Globally, one-fifth of young people are currently not in employment, education or training (NEET), which means they are neither gaining experience in the labour market, nor receiving an income from work, nor enhancing their education and skills (ILO, 2020b). Clearly, their full potential is not being realized, though many may be contributing to the economy through unpaid work. Moreover, young women are twice as likely as young men to have NEET status. According to the ILO, the youth NEET rate has not decreased significantly in any region in the world since 2005, suggesting that target 8.6 of the Sustainable Development Goals, namely a

Figure 1.31: Youth not in employment, education or training (NEET)



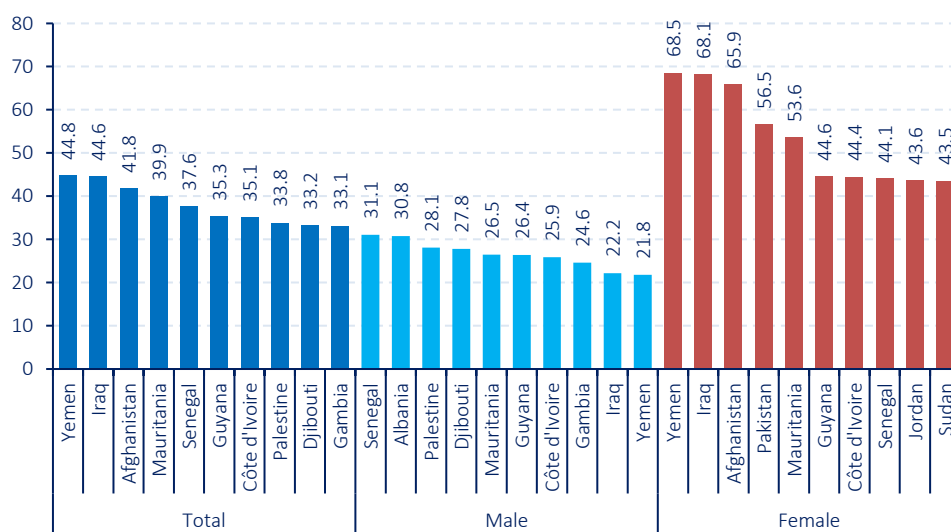
Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019.

substantial reduction in the proportion of NEET youth by 2020, will not be met. All these forms of labour underutilization in the early stages of a young person's career can reduce the prospects for future employment and earnings.

OIC countries as a group have once again the worst outcomes in terms of NEET status of youth. As of 2019, 25.8% of youth are estimated to be in NEET status in OIC countries. This ratio is 22.4% in non-OIC developing countries and 11.2% in developed countries (Figure 1.31). The NEET status of the female population is more than two times higher than the male population, reaching 37% as compared to 15.1% for male population.

As a broad measure of youth underutilization, the NEET rate highlights various challenges faced by young people, including leaving school at an early age, discouragement and unemployment. When young people are NEET, they are unable to develop skills that are valued in the labour market, which reduces their future employment prospects and, in the long run, negatively affects national economic growth potentials and social cohesion (ILO, 2017). Conflict-affected OIC countries appear to have higher NEET rate, where Yemen (44.8), Iraq (44.6%) and Afghanistan (41.8%) have rates over 40% level (Figure 1.32). The same countries have the highest NEET rates for female population that exceed 65% level.

Figure 1.32: Top OIC Countries in NEET (2019)



Source: ILO Modelled Estimates, November 2019.

1.5 Impacts of the COVID-19

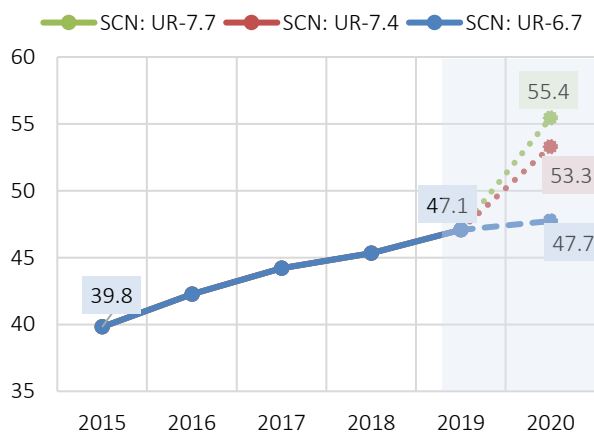
The COVID-19 pandemic is having a substantial impact on all aspects of our lives. The most immediate priority in responding to the crisis is inevitably on public health and it is likely to remain that way for the coming weeks and months. Yet, the preventive measures in the form of lockdowns are expected to reduce working hours and increase unemployment. The

International Labour Organization (ILO) produced four monitoring reports to regularly evaluate the impact of the pandemic on the world of work. Preliminary ILO estimates indicate a rise in global unemployment of 13 million (the “mid” scenario) from a base level of 188 million in 2019 (ILO 2020c, 18 March). The ILO’s next global estimates indicated that working hours will decline by 6.7% in the second quarter of 2020, which is equivalent to 195 million full-time workers, with workers losing as much as US\$ 3.4 trillion in income by the end of 2020 (ILO 2020d, 7 April). In its third report, global working hours are expected to decline by 10.5% in the second quarter, which is equivalent to 305 million full-time jobs, representing a significant deterioration on ILO’s previous estimate of 195 million (ILO 2020e, 29 April). The first quarter estimation on the decline of global working hours is currently 4.5%, (around 130 million full-time jobs). The fourth report published on 27 May shows that young people are disproportionately affected by the COVID-19 crisis, with multiple shocks including disruption to education and training, employment and income losses, and greater difficulties in finding a job. It is reported that over one in six young people surveyed has stopped working since the onset of the COVID-19 crisis (ILO 2020f, 27 May).

While millions of workers are vulnerable to layoffs, the ultimate number of annual job losses in 2020, which is projected to be more than 25 million, will depend critically on the evolution of the pandemic and the measures taken to mitigate its impact. The jobs that are potentially at high risk are in sectors related to tourism, accommodation, travel, food and other local services. Specifically, self-employed workers, workers engaged in short-term or part-time employment are less protected against the risk of job or income loss. Women and youth are more vulnerable to decreased labour demand. They are less likely to receive unemployment benefits and related income during extended unemployment in the presence of already limited fiscal space in many OIC countries. The jobs in the manufacturing sector are also expected to be at risk, but relatively at lower levels, depending on the extent of the supply chain disruptions and demand dynamics in the medium term.

Projections by the ILO at the individual country level are not available. In order to have an approximate judgement on the possible increase in the unemployment rate and total unemployed in OIC countries, the

Figure 1.33: Possible Changes in Unemployed Persons in OIC Countries (Million)



Source: SESRIC staff calculations based on ILO Modelled Estimates.

global estimations of the ILO are used as a proxy. According to its latest estimations, ILO expects more than 25 million increase in the number of unemployed people. This would correspond to around 0.7% increase in global unemployment rates under current levels of labour force participation rate. If the rate of unemployment increases at the same rate in the group of OIC countries and reaches 7.4% (from 6.7%), the total number of unemployed persons would increase from its previously estimated level of 47.7 million to 53.3 million in 2020. If unemployment rates would further increase by the rate of 1% to 7.7% (from 6.7%), this number would exceed 55 million people (Figure 1.33). This would result in huge policy challenges for OIC governments in accommodating an additional 8 million unemployed people and tackling the socio-economic problems of affected populations during the post-crisis period.

Reduced working hours and home-office type of working for certain jobs will directly affect labour productivity. This is not only because many people are unwell or struggling to work at home, but also because of a sharp decline in output. Having adequate infrastructure for digital communication and telecommuting can partly eliminate productivity losses for certain jobs, but many firms in OIC countries, particularly small and medium sized enterprises (SMEs), are less likely to have such facilities. In the absence of previously established infrastructure, shifting to such working arrangements by making additional investment may also be relatively costly for most SMEs.

According to a recent survey conducted by UNDP with 780 enterprises from different provinces of Turkey on the impacts of the pandemic on firms, 36% of micro- and small-scale companies have responded that they suspended their activities. According to the survey, revenues of more than half of the companies decreased by more than 50%. It states that the top three expectations of SMEs in the fight against the Coronavirus include: postponement of payment of bills/taxes/social security contributions (80%), tax discounts (77%) followed by financial support (71%). While digital communication channels ease homeworking arrangements, only 32% of small companies have adequate infrastructure to telecommute, while this ratio is 70% for large companies (UNDP Turkey, 2020).

SMEs account for the vast majority of firms, employment and value added in OIC countries, as in the rest of the world. In sectors where SMEs are strongly represented, such as tourism, travel and food, firms are significantly affected by the pandemic. It is not possible to quantify to which extent the SMEs in OIC countries are affected by the crisis, but it is certain that they face major liquidity challenges to remain solvent. Given their limited resources and capacities to manage their cash-flows, and already existing challenges in accessing to finance, the lockdowns are likely to put many SMEs at risk of bankruptcy.

In this connection, it is necessary to help SMEs, particularly in managing their cash-flows, to avoid their insolvency during the lockdown as well as post-crisis period. This is also important to keep people employed during quarantine times by embarking on various protection mechanisms, such as wage subsidies for underutilized labour. Additional support measures

can be developed to raise the level of digitalisation in SMEs by helping them to overcome their difficulties in accessing and adopting digital communication technologies.

Some productive SMEs are connected to larger firms in their operations and disruption of networks and supply chains make them particularly vulnerable. Moreover, they may not easily re-establish their business networks if larger firms form new partnerships with other firms in different locations as a response to the pandemic. It is important for governments to provide information and assistance on how to develop new business strategies and set up new alliances for such firms in order to maintain economic and productivity growth in the country.

Moratorium on the repayment of debt is one of the effective tools that could be utilized by the member countries, as implemented in Egypt, Malaysia, Saudi Arabia and Turkey. For example, the Central Bank of Egypt gave small and medium-sized businesses a six-month extension for credit repayments. Direct lending to SMEs, including the expansion of funding available for loans or simplifying and speeding up procedures to receive loans, is also common in supporting the SMEs, as implemented by Malaysia, Saudi Arabia and Turkey. In addition, deferral of income and corporate taxes (Indonesia, Turkey), loan guarantees (Saudi Arabia, Turkey), grants and subsidies (Indonesia, Turkey), and wage subsidies (Turkey) are among the measures that are implemented by some OIC countries to protect small and medium sized firms (OECD, 2020b).

SECTION TWO

SKILLS, PRODUCTIVITY AND INCOME

The level of skills and qualifications of a person is a critical factor in enhancing the employability in the labour market. Skills development of workers with low qualifications in general increases productivity and strengthens long-term competitiveness. Moreover, workers with better skills and training will get higher earnings. Therefore, maintaining and upgrading the skills and competences of the labour force to meet and adapt the continuously changing working environments are all crucial for employees, employers as well as the whole economy.

Skills development is needed to improve employability, enhance productivity, enable matching of skills supply to the needs of labour markets, and facilitate the adjustment to changes in technology and markets. It is also important to develop capacities for anticipating and preparing for the skills needs of future. Strategies for skills development should also be designed to address the needs of special target groups, including youth, elderly and people living in rural areas. While a good quality basic education is fundamental for easy adaptation to new environments through additional training, young people with adequate vocational education and training opportunities would be better prepared for a smooth transition from school to work. Again, lack of access to quality education and training is the foremost constraint on the employability of rural populations.

On the other hand, the negative shocks to employment, as it is the case today due to the COVID-19 pandemic, shrink the job opportunities and thus increase the unemployment rates. If necessary and adequate measures are not taken, those who lose their jobs may also lose some of their skills during long unemployment periods. The possibility of losing skills reduces the probability of finding new jobs. In order to facilitate a quick recovery of the job market in times of crisis, it is crucial to enhance the skills and capabilities of labour force through various capacity building activities.

In this connection, this section reviews the educational attainment of the labour force, skills levels, labour productivity, distribution of employment across economic sectors, and income

levels of the workers in OIC countries in comparison with the averages of non-OIC developing and developed countries as well as the world average.

2.1 Skills Levels and Occupations

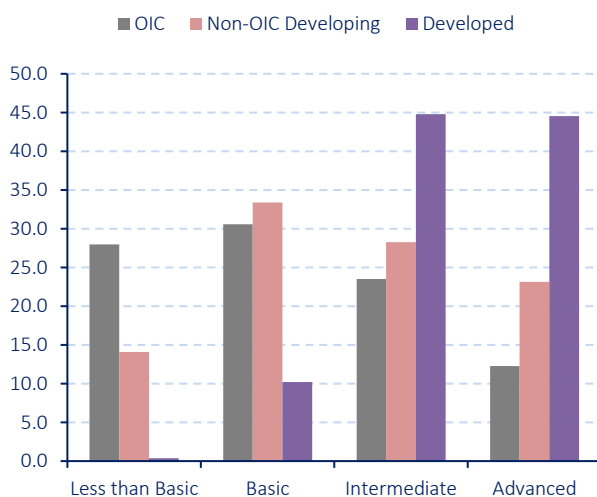
This section discusses the educational attainment, skills levels and occupations of the labour force. Educational attainment is an important indicator of skills level and productivity and strongly associated with income status of employed people.

Educational Attainment

Formal education is highly instrumental to improve the production capacity of a society. Better education improves the production process in several ways. Educated, or skilled, workers are able to perform complex tasks and thereby contribute to producing more technologically sophisticated products. Especially in developing countries, skilled workers increase the absorptive capacity of the country by acquiring and making efficient use of rapid technological advances, which is of crucial importance in successful economic diversification and development as well as to compete successfully in world markets. Skills level of labour force is generally classified according to the specific level of education they attained. As the share of labour force with intermediate and advanced level of education increases, the ability to adopt new skills and absorb new knowledge increases.

According to the latest data available, educational level of labour force in OIC countries is relatively low. Around 28% of labour force is estimated to have less than basic education, which

Figure 2.1: Educational Attainment of the Labour Force (Shares in Total)



Source: ILO, ILOStat Database based on national statistics. Latest year available after 2010. Dataset covers 43 OIC, 86 Non-OIC developing and 37 developed countries.

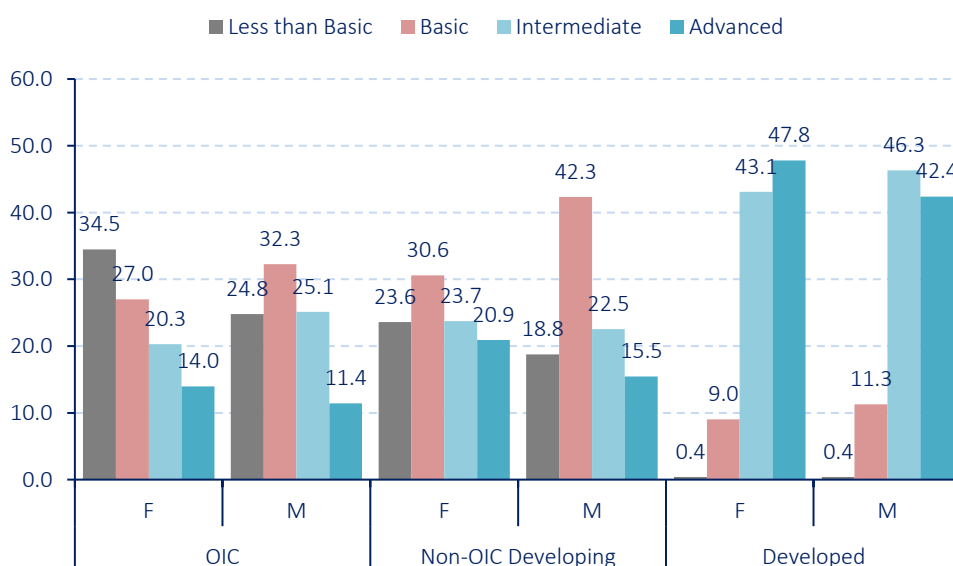
is only 14.1% in non-OIC developing countries and 0.4% in developed countries. Moreover, 30.6% of labour force has only basic level of education (Figure 2.1). With 50.6% of labour force having only basic or less than basic education reflects the development challenges faced by the OIC countries by promoting learning, innovation and productivity. The shares of labour force with intermediate and advanced education are only 23.5% and 12.3%, respectively. Non-OIC developing countries have a

slightly better picture, where the shares of labour force with intermediate and advanced level education are 28.3% and 23.1%, respectively. Developed countries, on the other hand, are well endowed with skilled labour force, where 44.8% of all their labour force has already completed intermediate level of education and another 44.5% has completed advanced level of education. Around 10.2% have their primary level of education completed and there is almost no labour force without their primary level of education.

In general, female labour force is more educated than male labour force. In OIC countries, female labour force with advanced education (14%) is higher than the male labour force (11.4%). However, the share of female labour force without any educational attainment is around 10 percentage points higher than the male labour force, reflecting the lower participation of women to education (Figure 2.2). The shares of male labour force with basic education and intermediate education are also higher than the shares of female labour force by around 5 percentage points. In non-OIC developing countries, the share of female labour force with advanced education (20.9%) is far above the male labour force (15.5%). There is also a similar picture in developed countries, where the share of female labour force with tertiary education (47.8%) is well above their male counterparts (42.4%).

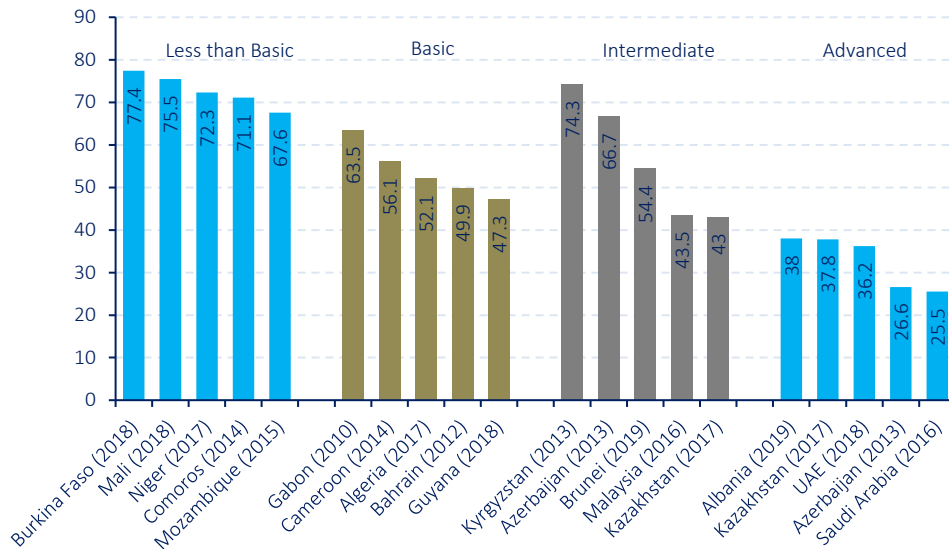
Countries with the highest shares of labour force with basic, intermediate and advanced education in the OIC region are presented in Figure 2.3. More than two-thirds of labour force in some sub-Saharan African countries (including Burkina Faso, Mali, Niger, Comoros and Mozambique) have less than basic education. In Gabon, Cameroon and Algeria, more than half of the labour force has only basic level of education. In intermediate level of education, central

Figure 2.2: Educational Attainment of the Labour Force by Gender (Shares in Total)



Source: ILO, ILOStat Database based on national statistics. Latest year available after 2010. Dataset covers 43 OIC, 86 Non-OIC developing and 37 developed countries.

Figure 2.3: Top 5 Countries with Highest Shares of Labour Force with Basic, Intermediate and Advanced Education



Source: ILO, ILOStat Database based on national statistics. Latest year available after 2010. Dataset covers 43 OIC countries.

and south-eastern Asian countries appear to have the highest shares. Kyrgyzstan (74.3%), Azerbaijan (66.7%) and Brunei (54.4%) occupy the first three positions in rank. Share of the labour force with an advanced level of education is the highest in Albania (38%), followed by Kazakhstan (37.8%) and United Arab Emirates (36.2%).

Employment by Skills Levels

The level of skills and qualifications of a person is a critical factor in enhancing the employability in the labour market and promoting productivity. Therefore, maintaining and upgrading the skills and competences of the labour force to meet and adapt the continuously changing working environments are all crucial for employees, employers as well as the whole economy.

Figure 2.4 shows the distribution of workers in OIC countries by their skills levels based on their occupations under three categories: low skills, medium skills and high skills. It is important to note that, in its latest statistical database of ILO, the number of workers with low skills also include skilled agricultural, forestry and fishery workers, which is part of medium skilled occupations. Therefore, the shares of low and medium skilled labour force should be interpreted carefully. It is observed that while the shares of employed people with medium and high skills increase, the share of employed people with low skills is falling over the years. The share of people with low skills in total employment decreased from 46.7% in 2010 to 42.2% in 2019, while the share of people with medium and high skills reached 41.7% and 16% in 2019, respectively, as compared to 38.9% and 14.4% in 2010.

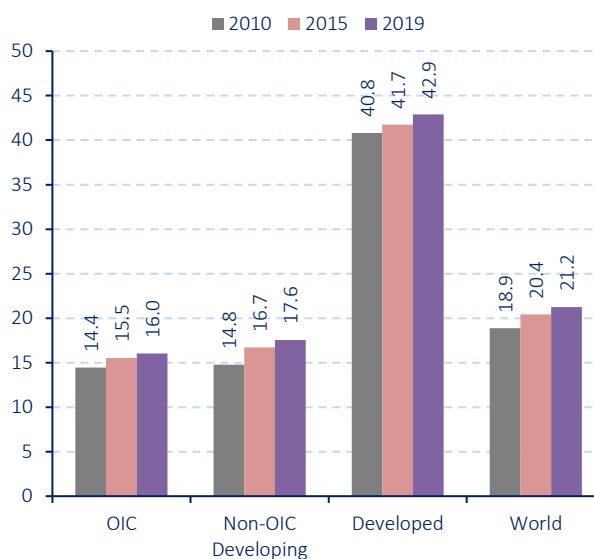
Figure 2.4: Skills Levels in OIC Countries (2010-2019)



Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019. Low skills also include skilled agricultural, forestry and fishery workers, which is part of medium skilled occupations.

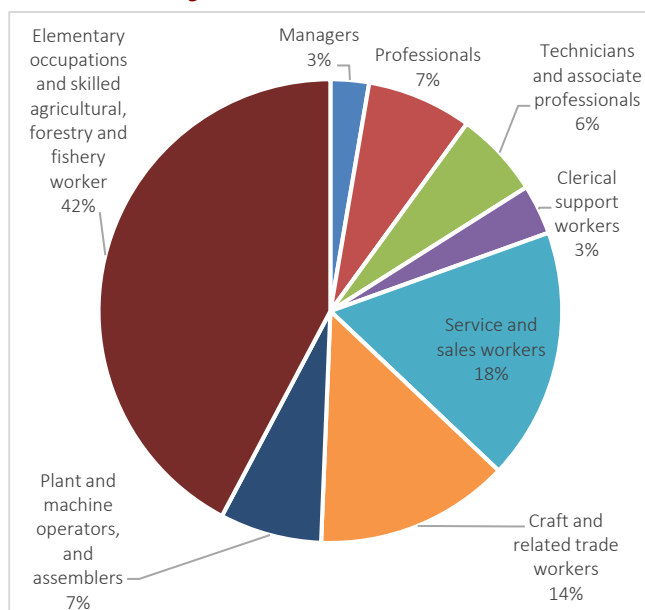
When compared with other country groups, OIC countries display a smaller share of high skilled employees than the group of developed countries, but similar shares with non-OIC developing countries (Figure 2.5). However, the progress made by non-OIC developing countries as well as developed countries is higher than the progress made by OIC countries in increasing the share of occupations with high skill requirements. This reflects the lower levels of investment being made in building the human capital and inadequate level of economic sophistication in many OIC countries to promote skills upgrading required for jobs involving complex technical and practical knowledge and tasks.

Figure 2.5: Share of High Skilled Occupations



Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019. Low skills also include skilled agricultural, forestry and fishery workers, which is part of medium skilled occupations.

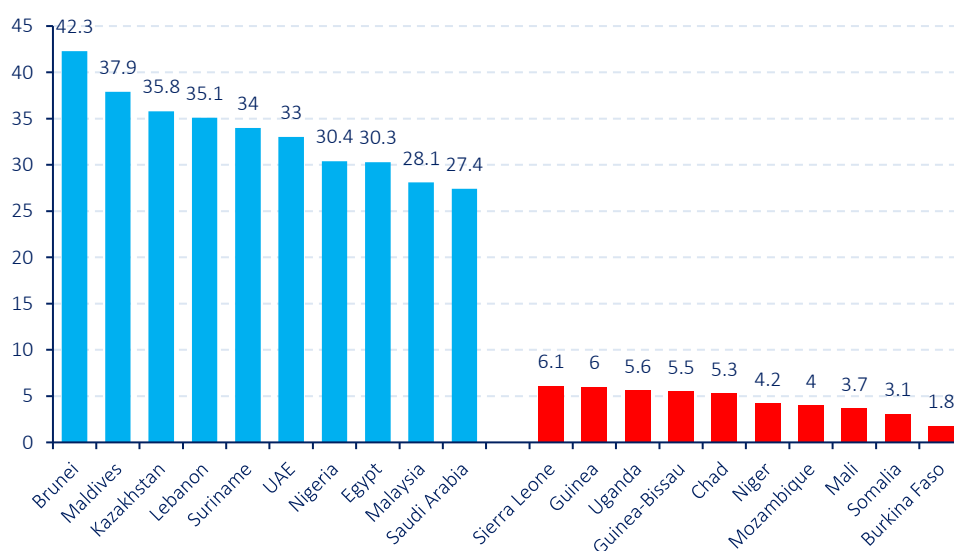
Figure 2.6: Employment by Occupation in OIC Countries (2019)



Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019.

Disaggregation of workers by occupation reveals that a significant share of employed people in OIC countries is classified under the category of elementary occupations and skilled agricultural, forestry and fishery workers (42%) (Figure 2.6). It is followed by service and sales workers (18%) and craft and related trade workers (14%). High skill occupations including managers (3%), professionals (7%), and technicians and associate professionals (6%) collectively account for 16% of employment, as highlighted earlier. Finally, Figure 2.7 shows the top OIC countries with the highest shares of

Figure 2.7: Top OIC Countries by High Skills Levels (2019)



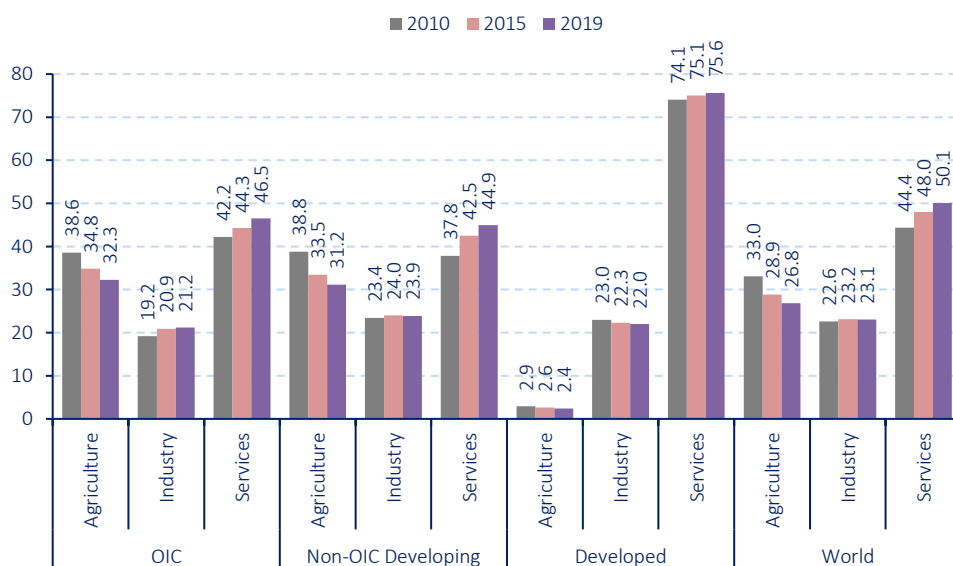
Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019. High skill occupations include (i) Managers (ii) Professionals and (iii) Technicians and associate professionals.

employment with high skills levels. The OIC countries with the highest share of high skills workers are Brunei Darussalam (42.3%), Maldives (37.9%) and Kazakhstan (35.8%).

Employment by Sector

In conjunction with economic development, a shift in employment from agriculture to industry and services sectors is being observed with a corresponding increase in wage and salary workers and decrease in self-employed and contributing family workers. When total employment is disaggregated into three broad sectors, namely agriculture, industry and services,¹ the share of employment in agriculture in OIC countries (32.3%) is slightly higher than the share in non-OIC developing countries (31.2%), whereas only 2.4% of total workers are engaged in agricultural activities in developed countries as of 2019 (Figure 2.8). Industry sector accounts similar shares of employment in all country groups, 21.2% in OIC countries, 23.9% in non-OIC developing countries and 22% in developed countries. 75.6% of total employment in developed countries is concentrated in the services sector, while this share is around 46.5% in OIC countries and 44.9% in non-OIC developing countries. Overall, while the share of agriculture in total employment is declining in OIC countries as well as in other developing countries, the shares of industry and services are rising.

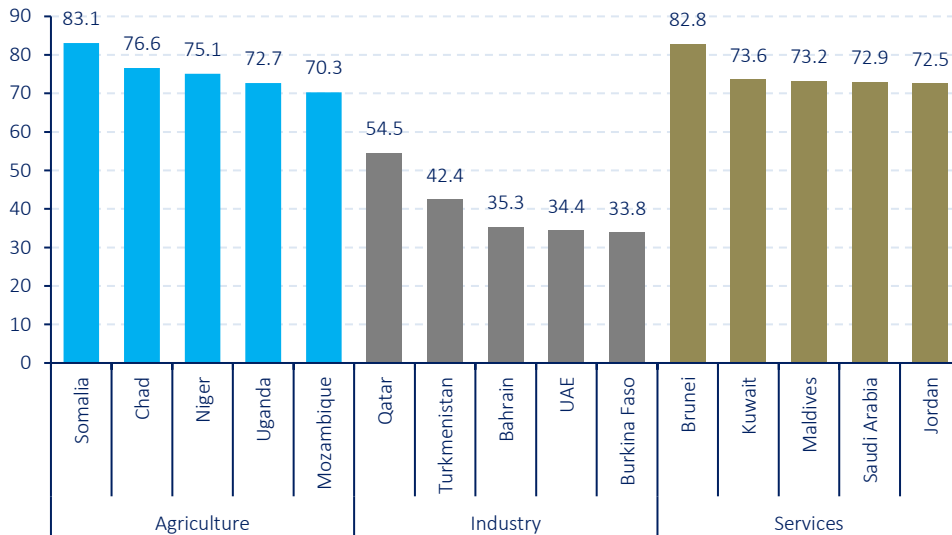
Figure 2.8: Employment by Sector



Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019.

¹ Agriculture here refers to crop cultivation, livestock production, forestry, fishing, and hunting. Industry includes manufacturing, mining, construction, electricity, water, and gas. Services cover all other economic activities, including trade, transport, and communications; government, financial, and business services; and personal, social, and community services.

Figure 2.9: Top 5 Countries with Highest Shares of Employment in Agriculture, Industry and Services (2019)



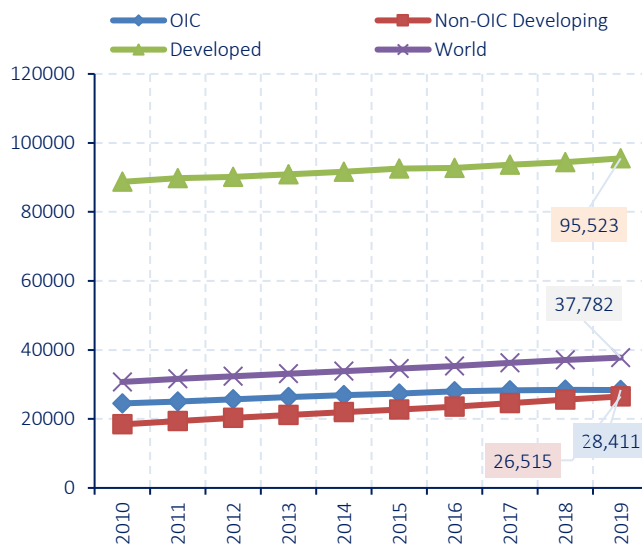
Source: ILO Modelled Estimates, November 2019.

At the individual country level, the share of agriculture sector is highest in Somalia (83.1%), Chad (76.6%) and Niger (75.1%), as depicted in Figure 2.9. Somalia has also the second highest share in agricultural employment in the world. The share of industry sector in total employment is highest in Qatar (54.5%), Turkmenistan (42.4%) and Bahrain (35.3%). Qatar and Turkmenistan are also the top 2 countries with the highest shares of industrial employment in the world. Finally, the share of services sector is highest in Brunei Darussalam (82.8%), Kuwait (73.6%) and Maldives (73.2%).

2.2 Labour Productivity

Productivity plays a pivotal role in the development of an economy. It helps to increase real income and improve living standards by catalysing the economic growth. Labour productivity is usually defined

Figure 2.10: Labour Productivity (GDP per worker, constant 2011 international US\$ in PPP)

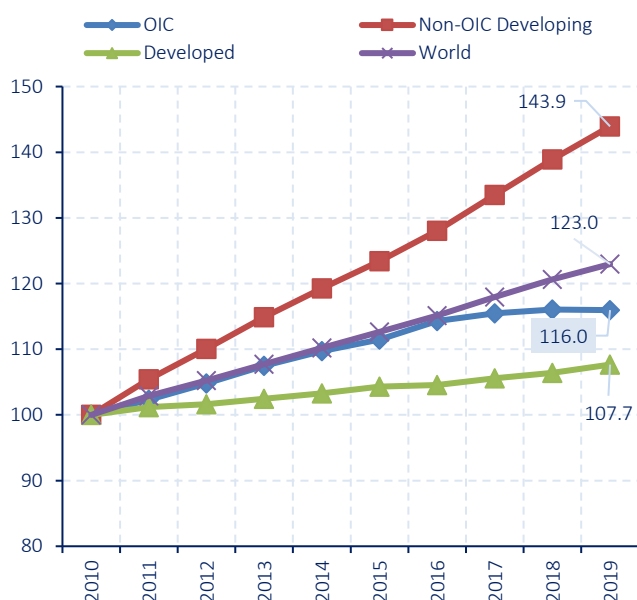


Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019.

as the output per unit of labour input or output per hour worked. It helps to identify the contribution of labour to the GDP of a country and provides a base for cross country comparison and explanation of income disparities.

At the global level, labour productivity has witnessed an increasing trend during the period 2010-2019. As shown in Figure 2.10, output per worker in OIC countries has increased from US\$ 24,500 in 2010 to US\$ 28,411 in 2019, as measured in constant international prices based on purchasing power parity (PPP). The labour productivity gap between the developed and developing countries remained substantial throughout this period as output per worker in developed countries is estimated at US\$ 95,523 in 2019 as compared to just US\$ 26,515 in non-OIC developing countries and US\$ 28,411 in OIC countries. This means that an average worker in the group of non-OIC developing countries produces only 27.7% of the output produced by an average worker in the developed countries and an average worker in OIC countries produces only 29.7% of the output produced by an average worker in the developed countries.

Figure 2.11: Labour Productivity Index

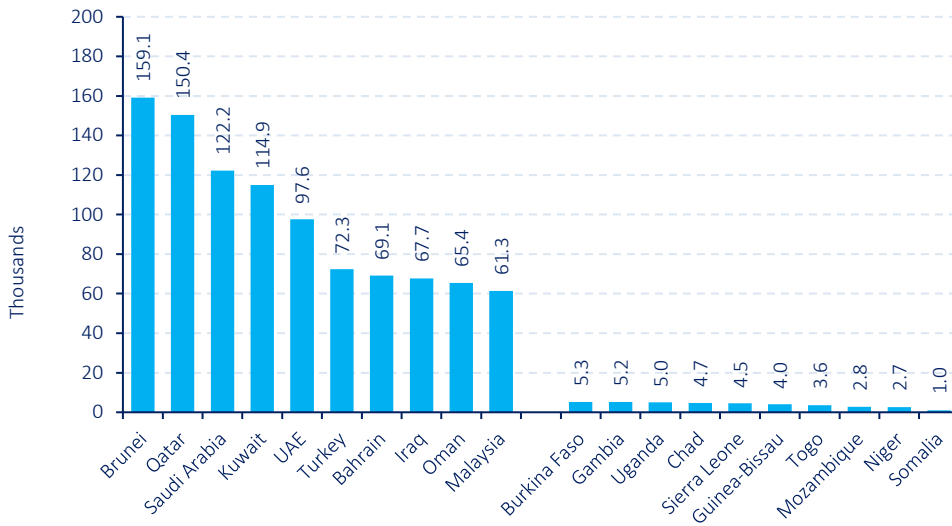


Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019.

However, when the performance of different country groups is evaluated since 2010, it is observed that non-OIC developing countries have made the largest improvement in labour productivity levels. By considering the year 2010 as the base year, Figure 2.11 shows the improvements in the productivity levels in each country groups. By attaining 43.9% increase, non-OIC developing countries have increased their level of labour productivity most over the period 2010-2019. On the other hand, workers in OIC countries could increase their

productivity only by 16%. This figure is 7.7% in developed countries, whereas the world average is 23% aggregate growth in labour productivity.

At the individual country level, Brunei Darussalam registered the highest output per worker (US\$ 159,100) in 2019, followed by Qatar (US\$ 150,400), Saudi Arabia (US\$ 122,200), Kuwait (US\$ 114,900) and United Arab Emirates (US\$ 97,600). Among the OIC member countries, the

Figure 2.12: OIC Countries with Highest and Lowest Labour Productivity (2019)

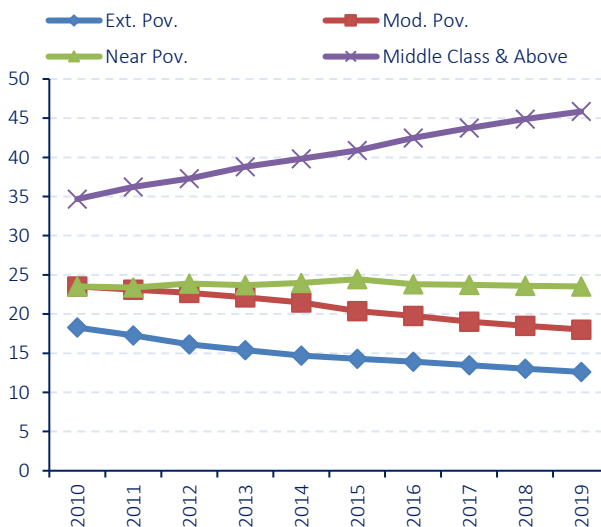
Source: ILO Modelled Estimates, November 2019.

lowest labour productivity level was recorded in Somalia (US\$ 1,000) followed by Niger (US\$ 2,700) and Mozambique (US\$ 2,800) (Figure 2.12). Only five member countries recorded output per worker higher than the average of developed countries.

2.3 Income

Another interesting aspect of labour market analysis is the classification of employed people with respect to their level of income or economic class. ILO provides estimations on five different income groups based on per-capita household consumption:

- Extremely poor (less than US\$1.90, PPP)
- Moderately poor (between US\$1.90 and US\$3.20 PPP)
- Near poor (between US\$3.2 and US\$5.5 PPP)

Figure 2.13: Employment by Economic Class in OIC Countries (2010-2019)

Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019.

- Middle class and above (above US\$5.5 PPP)

Figure 2.13 shows the trends in OIC countries with respect to the shares of different income groups in total employment. The most striking observation is on the rapidly growing share of employed people with average income level above US\$ 5.5, or “middle class and above”. Their share increased from 34.7% in 2010 to 45.9% in 2019. The share of employed in other income groups have been falling during the period under consideration. The share of “extremely poor” decreased from 18.3% to 12.6%. The share of “moderately poor” employed also showed a declining trend and estimated to reach 18% in 2019 compared to 23.5% in 2010. In contrast, the share of employed classified under “near poor” income level remained mostly stable at around 24%.

When compared with non-OIC developing countries, however, it is observed that employed people in OIC countries are poorer than those in non-OIC developing countries (Figure 2.14). In general, the shares of workers with average income levels below US\$5.5 are higher in OIC countries and the shares of workers with average income levels above US\$5.5 are higher in non-OIC developing countries. While 61.7% of workers have income level above US\$5.5 in non-OIC developing countries, this share is only 45.9% in OIC countries. The working poverty rate (living on less than US\$3.20 per day, PPP) in OIC countries declined from 41.8% in 2010 to 30.6% in 2019, while it fell more dramatically in non-OIC developing countries from 37.0% to 21.0% during the same period (Figure 2.15). This requires OIC countries to pay greater attention to improving the living conditions of the labour force.

Figure 2.14: Employment by Economic Class (2019)

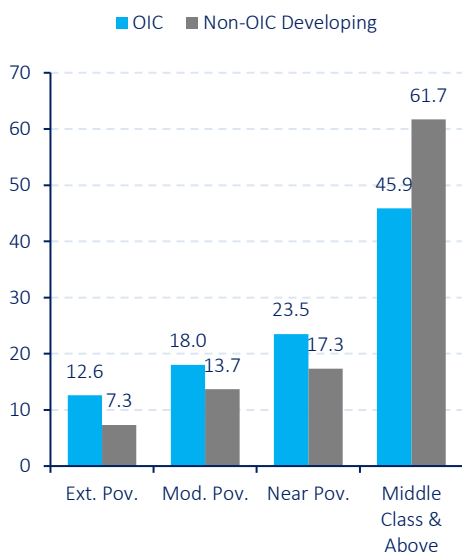
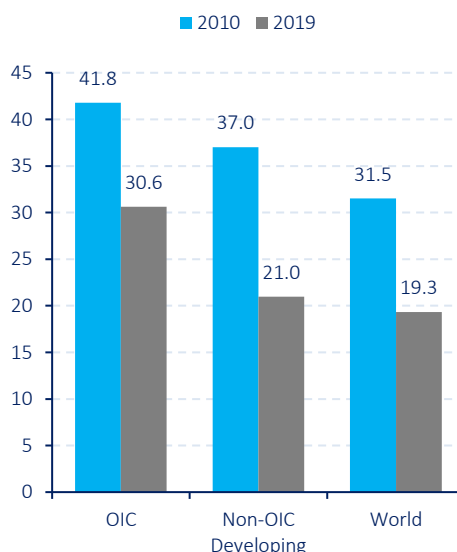
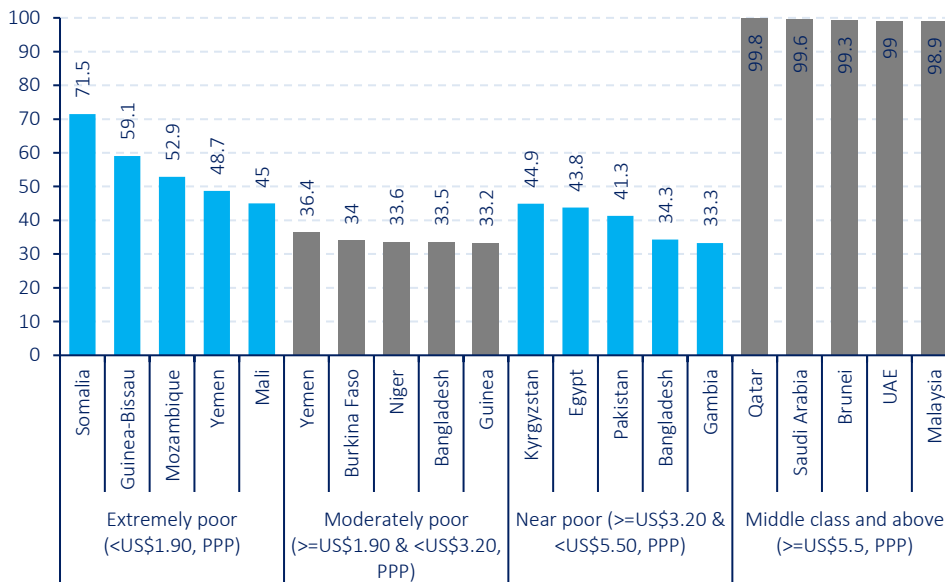


Figure 2.15: Working poverty rate (living on less than US\$3.20 per day, PPP)



Source: SESRIC staff calculations based on ILO Modelled Estimates, November 2019.

Figure 2.16: Top OIC Countries in Employment by Economic Class (2019)



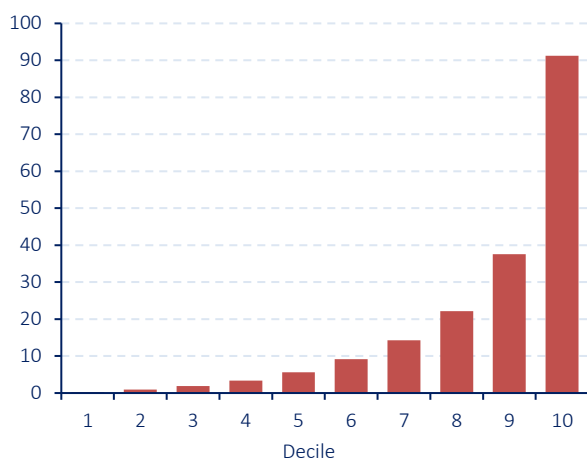
Source: ILO Modelled Estimates, November 2019.

Apparently, unemployment figures understate the true extent of labour market challenges in OIC countries since large numbers of people are working, but do not earn enough to lift themselves out of poverty. In fact, roughly 201 million workers in OIC countries live in extreme poverty (i.e. on less than US\$1.90 per capita per day) or in moderate poverty (i.e. on between US\$1.90 and US\$3.20) despite being in employment. Moreover, youth exhibit a higher incidence of working poverty than adults. Of the 429 million young workers worldwide, around 55 million (13%) are suffering from extreme poverty, while 71 million of them (17%) live in moderate poverty (ILO, 2020b).

At the individual country level, the top countries in each income groups are presented in Figure 2.16. More than two third of all employed people in Somalia and more than half in Guinea Bissau and Mozambique are “extremely poor”. Around one third of all employed people in Yemen, Burkina Faso, Niger, Bangladesh and Guinea are “moderately poor”. More than one third of the employed people in Kyrgyzstan, Egypt, Pakistan, Bangladesh and Gambia are “near poor”. On the other hand, almost all employed people in Qatar, Saudi Arabia, Brunei Darussalam, United Arab Emirates and Malaysia have income levels that exceed US\$ 5.5 per day as listed under the “middle class and above” category.

Finally, to better understand the inequality, the distribution of labour income is presented in Figure 2.17. Labour income is the amount that employed people earn by working and includes the wages of employees and part of the income of the self-employed. Figure 2.17 shows the average earnings of the workers in each decile (10% groups). In 2017, the latest year with

Figure 2.17: Labour income per worker in PPP\$ by decile, thousands (2017)



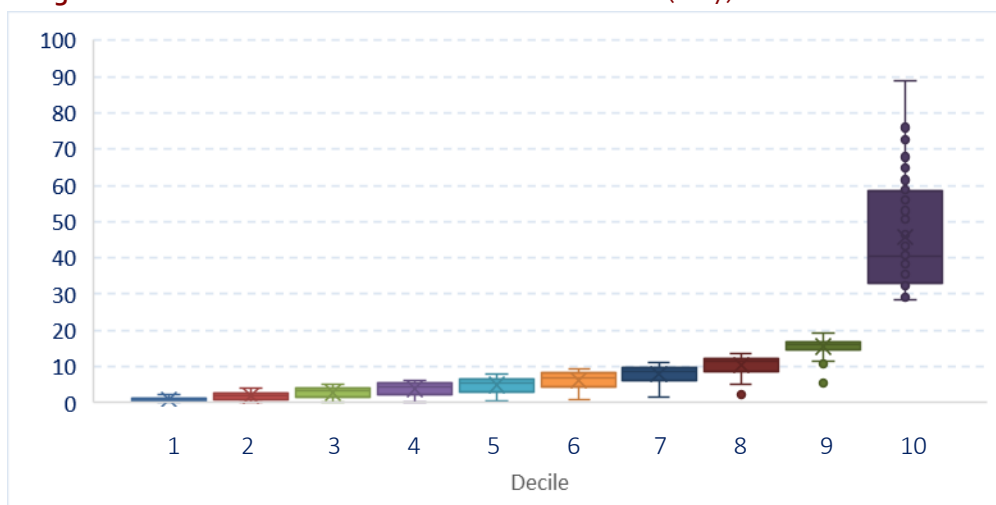
Source: SESRIC staff calculations based on ILO Modelled Estimates, July 2019.

available data, a worker in the poorest 10% earns \$271 per year (or just US\$23 per month), whereas a worker in the richest 10% gets \$91,200, or US\$7,600 per month. The average compensation for the 50% of workers with the lowest pay was US\$198 (PPP) per month (ILO, 2019b).

A similar picture is observed in OIC member countries. While the income share of poorest 10% is around 1%, the richest 10% gets usually more than half of the labour income (Figure 2.18). This reaches as

much as 88.8% in Niger, 75.9% in Chad and 73.8% in Uganda. Apparently, labour income distribution in lower income OIC countries is worse than higher income OIC countries. In total, the share received by the richest 10% is above 50% in 19 OIC countries. On the other hand, this share is below 30% in Egypt, Maldives, Turkmenistan, Kazakhstan, Guyana, Turkey and Suriname.

Figure 2.18: Labour Income Distribution in OIC Countries (2017)



Source: SESRIC staff calculations based on ILO Modelled Estimates, July 2019.

SECTION THREE

PROGRESS TOWARDS THE IMPLEMENTATION OF THE OIC LABOUR MARKET STRATEGY 2025

The OIC Ten Year Programme of Action 2016-2025 (OIC-2025), which was adopted by the 13th Islamic Summit held in Istanbul during 10-15 April 2016, aims at fostering cooperation for exchange of expertise and manpower and promoting the transfer of knowledge, experiences and best practices. In the area of labour, it aims at conducting joint action and training programmes with a view to generating considerable improvements in labour market conditions in OIC countries, thereby reducing unemployment, increasing labour productivity, and improving the state of occupational health and safety.

Given the common labour market challenges faced by the member countries and the need for enhancing cooperation to address some of these challenges, the 3rd Islamic Conference of Labour Ministers requested from SESRIC to prepare a Labour Market Strategy proposal for the next session of the conference. SESRIC prepared the OIC Labour Market Strategy which was submitted to and adopted by the 4th Islamic Conference of Labour Ministers held on 21-22 February 2018 in Jeddah, Kingdom of Saudi Arabia.

This strategy document proposes 21 strategic goals with 162 actions under five different thematic areas: (1) Encouraging participation to labour market; (2) Enhancing employability; (3) Protecting the workers' safety and well-being; (4) Promoting labour productivity; (5) Reducing unemployment. There are 2 key performance indicators (KPIs) under each thematic area, with a total of 10 KPIs. Effective implementation of the proposed actions will facilitate the achievement of the targets measured by 10 KPIs by 2025.

The strategy is based on four main principles: participation, protection, productivity and partnership. It strongly promotes participation of all working age population to labour market as well as services provided by national or local institutions in enhancing their employability. It also advocates for protecting workers from unhealthy working conditions and relations,

discrimination of any kind, and any other conditions that may push the workers into vulnerable and disadvantaged conditions. Moreover, the strategy firmly supports the efforts to increase the productivity of workers by encouraging investments in skills development and actions to avoid skills mismatch. Dealing with the problem of skills mismatch will also address one of the common causes of unemployment. Finally, the strategy is all about partnership. The member states of the OIC are highly heterogeneous in terms of levels of development, resources, capabilities and challenges. Some members may have already achieved some of the goals identified in the strategy document, but others may be considerably lacking resources and capabilities to achieve the same goals. The spirit of this document is to identify which countries are doing well in very specific labour market policies and which others would benefit from the experience of external partners, and then to promote partnership and knowledge sharing among the countries in these specific policy areas.

Based on the above understanding, the strategy document proposed an implementation approach where implementation of actions relies on national level commitments. Some countries may be already effectively implementing some actions, but some others may be facing challenges to implement them. In this regard, SESRIC was assigned to conduct online surveys regularly to collect information about the actions that are completed, partially completed or not initiated yet. As part of the survey, SESRIC was requested to ask member countries whether they are ready to transfer their knowledge and experience in actions that

Thematic Areas of Cooperation of OIC Labour Market Strategy 2025



they completed as well as whether they are willing to benefit from the knowledge and experience of other OIC members in initiating or completing a specific action.

In order to facilitate the monitoring and implementation mechanism, the strategy document also requested the member countries to appoint their national focal points to enable communication with SESRIC and provide timely response and feedback to surveys and other requests. Accordingly, 28 member countries provided information on their focal points either during the 4th ICLM or through official communications in response to the note verbal circulated by OIC General Secretariat and SESRIC after the conference.

This progress report is prepared based on the outcomes of the first online survey on the implementation of the OIC Labour Market Strategy 2025. The survey was conducted during December 2018 – May 2019 and 20 countries responded to the survey. The survey results show the completion rate of actions under each thematic area at OIC level, top performing OIC countries in terms of completing the actions and their readiness to share the knowledge. The report also includes a section on best practices in different thematic areas, as shared by member countries.

3.1 Assessment of Key Performance Indicators

The OIC Labour Market Strategy identified several key performance indicators (KPIs) to evaluate the progress based on actual data. There are 10 KPIs identified in the strategy document, two of which could not be measured due to the lack of data (Table 3.1). The remaining 8 KPI were already discussed in the previous sections of this report. In this sub-section, a brief summary of these indicators is provided to facilitate the assessment of progress made by OIC member countries.

Labour force participation rate (LFPR) in OIC countries is constantly lower than the average of other country groups. However, contrary to non-OIC developing countries, it followed a fairly stable trend at around 56% during 2010-2019. As of 2019, LFPR in OIC countries was estimated at 56.7%, while this ratio was 62.1% in non-OIC developing countries and 60.6% in developed countries. The world average was 60.7%. Apparently, new policies are needed to encourage the participation of labour force to the labour market. When very low levels of participation of youth and women are considered, it becomes evident that special attention should be paid towards supporting the participation of these groups.

Gender gap in LFPR decreased from 39.2% in 2010 to 37.9% in 2015 and further decreased to 36.9% in 2019. This is driven by both the fall in male LFPR as well as a slight increase in female LFPR. There is a trend towards lower gender gap in participation to labour market. However, given the 27% gender gap in the world and 13.2% in the group of developed countries, the gap in OIC countries remains considerably large.

Employment to population ratio (E2P) did not change since 2015. It was measured 52.9% in 2015 and remained unchanged at the same level in 2019 after a slight fall and rise in between.

Table 3.1: Key Performance Indicators of OIC LMS

KPI Code	KPI Description
A. Encouraging Participation to Labour Market	
KPI 1.1	Labour force participation rate
KPI 1.2	Gender gap in LFPR
B. Enhancing Employability	
KPI 2.1	Employment to Population Ratio
KPI 2.2*	Share of Public Expenditure on ALMPs (No data)
C. Protecting the Workers' Safety and Well-being	
KPI 3.1*	Public social protection expenditure as percentage of GDP (No data)
KPI 3.2	Working Poverty Rate
D. Promoting Labour Productivity	
KPI 4.1	Labour Productivity (USD)
KPI 4.2	Share of High Skilled Labour Force
E. Reducing Unemployment	
KPI 5.1	Unemployment rate (total)
KPI 5.2	Youth unemployment rate

increased from US\$ 27,300 in 2015 to US\$ 28,400 in 2019 in OIC countries. The labour productivity gap between the OIC and developed countries remained substantial throughout this period as output per worker in developed countries is estimated at US\$ 95,500 in 2019. This means that an average worker in the group of OIC countries produces only 29.7% of the output produced by an average worker in the developed countries. There is progress in achieving higher productivity levels, but greater efforts are needed to narrow the gap with developed countries.

Share of high skilled labour force has increased from 15.5% in 2015 to 16.0% in 2019, reflecting the outcomes of investments made in building human capital in OIC countries. When compared with other country groups, OIC countries display a smaller share of high skilled employees than the group of developed countries, but similar shares with non-OIC developing countries. Yet, the progress made by non-OIC developing countries as well as developed countries is higher than the progress made by OIC countries in increasing the share of occupations with high skill requirements. This reflects that the investment made in building human capital is inadequate.

This reflects that the actions taken towards enhancing employability are not resulting in desired outcomes in terms of higher employment to population ratio.

Working poverty rate (living on less than US\$3.20 per day, PPP) in OIC countries declined from 34.7% in 2015 to 30.6% in 2019, while the extreme poverty rate, measured by the percentage of employed living below US\$1.90 PPP (as defined in the SDG indicator 1.1.1), declined from 14.3% in 2015 to 12.6% in 2019. There is a significant improvement in reducing the working poverty rate in OIC countries; but in order to eliminate extreme poverty, OIC countries require to pay greater attention to improving the living conditions of the labour force.

Labour productivity, measured as output per worker in constant international prices based on purchasing power parity (PPP), has

Total unemployment was on average 6.7% in OIC countries in 2019. This rate was 6.2% in 2015. While the unemployment rate declined in other country groups, including the world average, it increased in OIC countries. Evidently policies tackling the challenge of unemployment are not providing the desired outcomes in terms of reduced rate of unemployment. It is imperative to design alternative policies and enhance cooperation to fight unemployment in OIC countries.

Youth unemployment has similarly witnessed an increasing trend in OIC countries during the period under consideration. As of 2019, youth unemployment in OIC countries is estimated to reach 14.5%, as compared to 13.7% in 2015. Noting the fact that more than 25% of the youth population in OIC countries are not in education or employment, OIC countries require to create opportunities for better education and employment opportunities to avoid any further economic and social problems.

3.2 Implementation Survey

The implementation survey has two broad objectives. One is to observe the completion of actions suggested by the strategy document and the other is to identify the opportunities for sharing knowledge and experience among the member countries. To conduct the survey, the OIC General Secretariat and SESRIC circulated note verbal to the member countries on November 7, 2018 (No: OIC/ECO-04/E-12/005119) to nominate a focal point from the relevant national institutions to collect reliable information and data related to the implementation of the survey. Some other countries indicated their focal points during the 4th Islamic Conference of Labour Ministers held in Jeddah, Kingdom of Saudi Arabia. As a result, 27 OIC members nominated a focal point to provide information to the SESRIC. The list of countries with information on their focal points is provided in Annex 1.

The SESRIC initiated the survey in December 2018 to collect the initial data and present the results during the 3rd Steering Committee Meeting of Islamic Conference of Labour Ministers, which was held on 10-11 March in Jeddah, Saudi Arabia. The deadline was extended several times upon the request of the member countries. The final extension was given by the Steering Committee until 15 April 2019. At the end of this period, a total of 20 countries responded to the survey. The list of the countries that responded to the survey is provided in Annex 2.

This section provides a short analysis of the survey results for each thematic area as well as for each individual respondent country. The results overall indicate that significant progress has already been made in the implementation of suggested actions. There is also strong readiness to exchange knowledge and experience in achieving the strategic goals.

(i) Thematic Areas

The strategy document identified five thematic cooperation areas for strategic action. These are: (1) Encouraging participation to labour market; (2) Enhancing employability; (3) Protecting the workers' safety and well-being; (4) Promoting labour productivity; (5) Reducing unemployment. There are 21 strategic goals and 162 actions specified under these thematic

areas. This subsection provides a summary analysis of the implementation of actions listed in the strategic document for each thematic area.

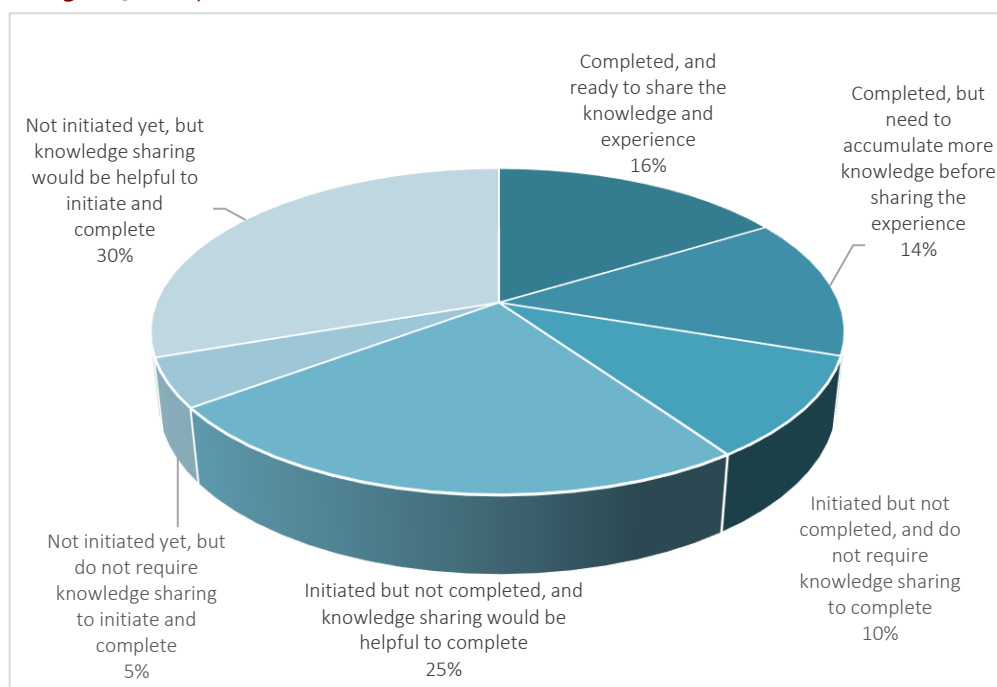
(1) Encouraging participation to labour market

Considering the relatively lower labour force participation rates in OIC countries, there is a need to pay more attention to the challenges related to the labour market inactivity. Addressing this challenge would contribute to achieving a more inclusive and productive economy across the OIC region. Reducing economic inactivity not only stimulates economic development but also contributes to solving diverse social problems.

In order to encourage the participation to labour market, five strategic goals (SGs) are proposed in the strategy document. These are:

- **SG 1.1:** Improve labour market prospects and outcomes (6 actions)
- **SG 1.2:** Promote skills development according to labour market needs (7 actions)
- **SG 1.3:** Implement inclusive policies to enhance participation of female, young and elderly population (9 actions)
- **SG 1.4:** Devise policies to narrow down the gap between participation to labour market in urban and rural areas (5 actions)
- **SG 1.5:** Design programmes and policies to activate the potentials of vulnerable groups including disabled, ex-offender, and displaced people in labour market (8 actions)

Figure 3.1: Implementation Status of Thematic Area 1



Source: SESRIC OIC Labour Market Strategy Implementation Survey 2019.

The actions proposed under this thematic area have higher implementation rate by the respondent countries. In total, 30% of all actions were completed and in more than half of all these actions, the member countries are in a situation to transfer their knowledge and experience. 35% of actions were already initiated, but another 35% of actions wait for the inception. In 71% of actions, there is a readiness for sharing knowledge and experience among the respondent countries (Figure 3.1).

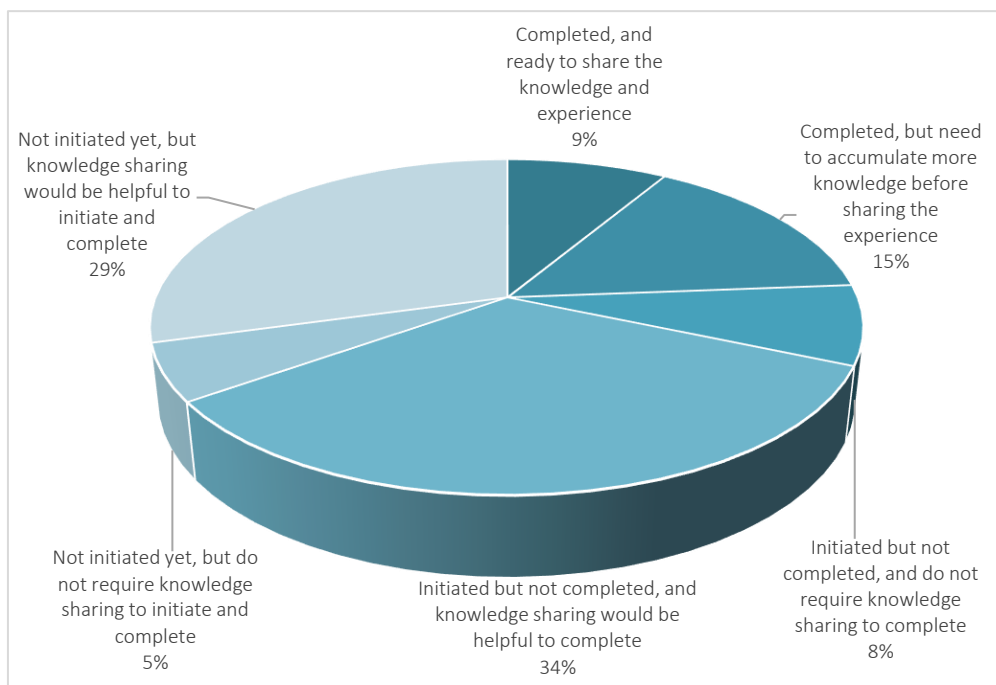
(2) Enhancing employability

The level of skills and qualifications of a person is a critical factor in enhancing the employability in the labour market. Skills development is needed to improve employability, enhance productivity, enable matching of skills supply to the needs of labour markets, and facilitate the adjustment to changes in technology and markets. Yet, skills mismatch is among the top challenges faced by OIC countries. There might be different explanations for why the level of skills of individuals does not match the level of skills required in the labour market, but skill mismatch is an unhealthy phenomenon in the labour market that has significant negative consequences.

In this context, four strategic goals are proposed by the strategy document to enhance employability:

- **SG 2.1:** Significantly improve the skills base of the labour force to enhance employability (8 actions)

Figure 3.2: Implementation Status of Thematic Area 2



Source: SESRIC OIC Labour Market Strategy Implementation Survey 2019.

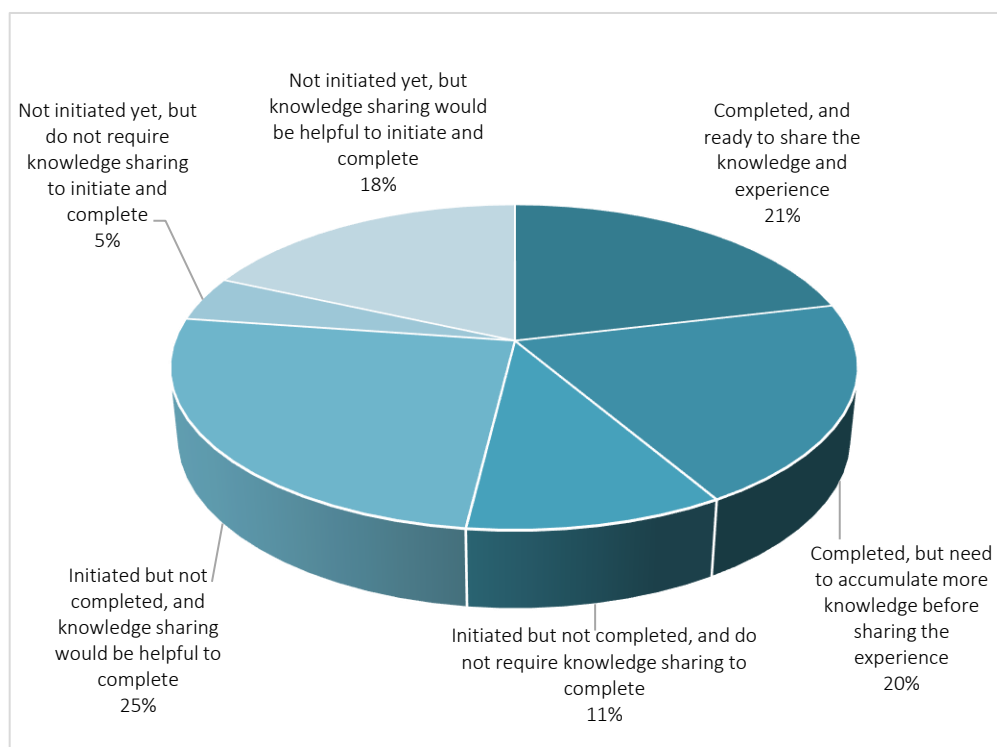
- **SG 2.2:** Reduce the skills mismatch (10 actions)
- **SG 2.3:** Implement special policies to enhance employability of vulnerable groups (10 actions)
- **SG 2.4:** Improve the functioning of labour markets and institutions (8 actions)

According to the responses to the survey, only 24% of actions were initially completed by the respondent member countries, the lowest completion rate among the five thematic areas. In 9% of which, member countries are ready to share their knowledge and experience. Moreover, 42% of actions were initiated but not completed, and in majority of cases knowledge sharing is considered as a helpful instrument in achieving the goals. Finally, 34% of actions were not initiated at all, but the majority of countries are considering knowledge sharing as important (Figure 3.2).

(3) Protecting the workers' safety and well-being

Occupational safety and health (OSH) represents a key element in achieving decent working conditions and sustaining well-being of workers. It is concerned with protecting safety, health and welfare of working people. Appropriate legislation and regulations together with adequate means of enforcement, are essential for the protection of workers' safety and health. Moreover, roughly 262 million workers in OIC countries live in extreme poverty or in moderate poverty with less than US\$3.10 income per day, despite being in employment.

Figure 3.3: Implementation Status of Thematic Area 3



Source: SESRIC OIC Labour Market Strategy Implementation Survey 2019.

In this context, five strategic goals are identified to protect the workers' safety and well-being in OIC countries:

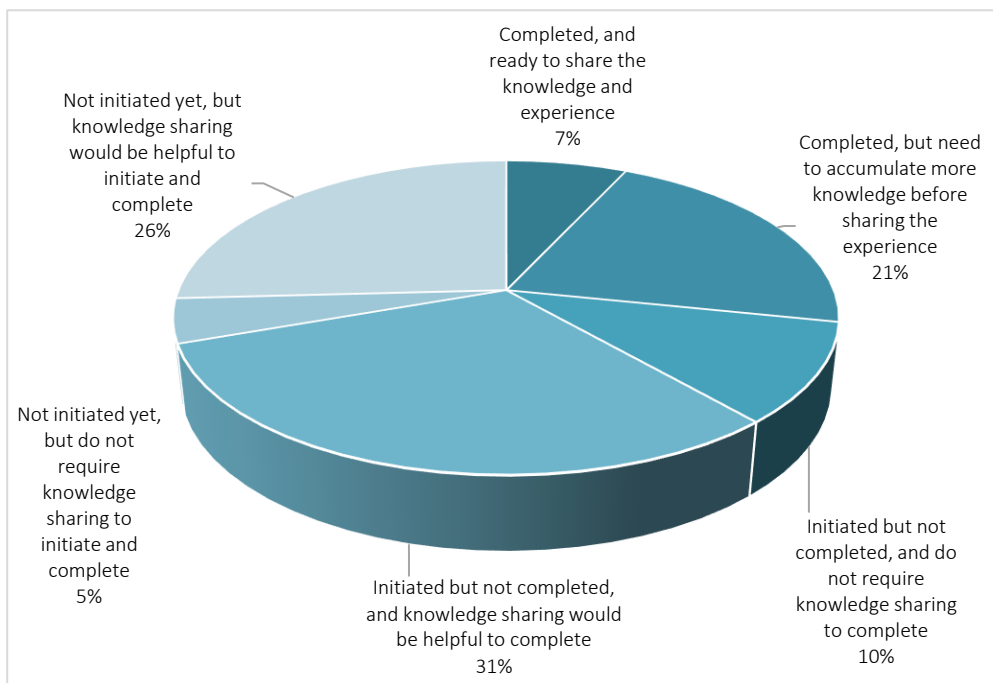
- **SG 3.1:** Strengthen Measures for Occupational Safety and Health (10 actions)
- **SG 3.2:** Widen Social Protection Measures for All (7 actions)
- **SG 3.3:** Prevent Discrimination in the Labour Market and Workplace (6 actions)
- **SG 3.4:** Eliminate Child and Forced Labour (10 actions)
- **SG 3.5:** Reduce Informal Employment and Promote Decent Work (7 actions)

The highest rate of completion was indicated in this thematic area by the respondent countries. 41% of actions were already completed and in 21% of cases, they are ready to share their knowledge and experience. 36% of actions were initiated by the member countries and only 23% of actions were not still initiated. This reflects the importance given to the protection of the workers' safety and well-being. In 64% of actions, the countries are ready (21%) or willing to engage (43%) in an exchange of knowledge and best-practices (Figure 3.3).

(4) Promoting labour productivity

Workers in OIC countries on average produce lesser amount of goods and services compared to their counterparts in the rest of the world. This implies that OIC countries have a productivity problem. In a broader context, labour productivity can be enhanced by various macroeconomic policies, including policies to promote innovation, science and technology, investment and human capital. In the context of labour market, promoting labour productivity

Figure 3.4: Implementation Status of Thematic Area 4



Source: SESRIC OIC Labour Market Strategy Implementation Survey 2019.

is more related to the effective utilization of existing human capacities. Human capital stock plays an important role in determining the ability to absorb new knowledge and technologies, and thus increasing labour productivity.

In this context, four strategic goals (SGs) are recommended to promote productivity:

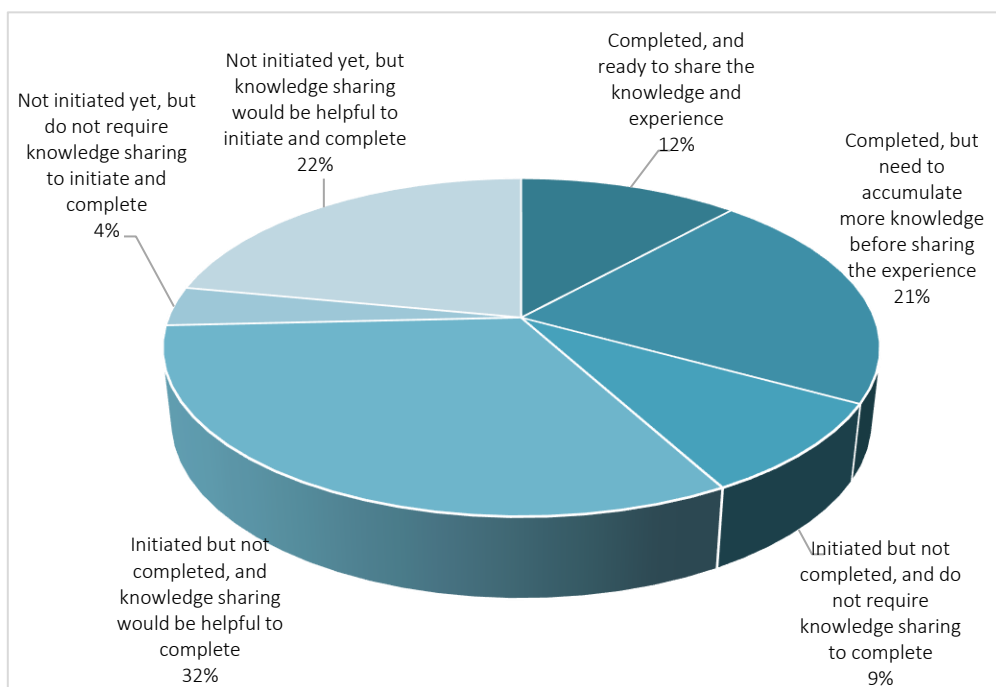
- **SG 4.1:** Effectively Utilize Existing Capacities (7 actions)
- **SG 4.2:** Promote On-the-Job Training Programmes and Life-long Learning (8 actions)
- **SG 4.3:** Invest in New Skills (6 actions)
- **SG 4.4:** Invest in Sustainable Physical and Digital Infrastructure (5 actions)

Actions related to the promotion of labour productivity have 28% completion rate. 41% of actions are initiated but not completed. Overall, respondent countries indicated that they are ready to engage with other member countries in exchanging knowledge and experience in 64% of actions (Figure 3.4).

(5) Reducing unemployment

Unemployment remained one of the most challenging issues across the globe and OIC countries continue to have higher average unemployment rates compared to the world. In particular, unemployment rates for female labour force are higher than the rates for male. The figures on youth unemployment rates in OIC countries are also not quite promising, as young people (aged 15 to 24 years) continue to extensively suffer from lack of decent job opportunities. Therefore, productive capacity of OIC countries needs to be activated by taking

Figure 3.5: Implementation Status of Thematic Area 5



Source: SESRIC OIC Labour Market Strategy Implementation Survey 2019.

into account the long-standing structural obstacles that are keeping many youths, women, people with disabilities and low-skilled workers unemployed.

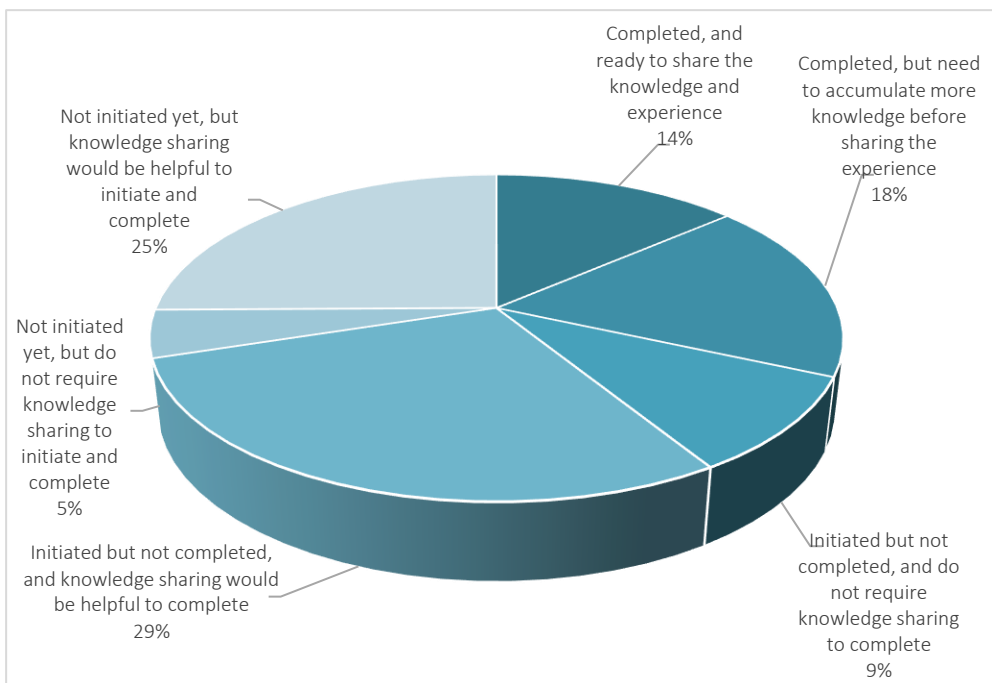
In this context, three strategic goals (SGs) are identified by the strategy document to help reduce unemployment:

- **SG 5.1:** Expand active labour market policies for reducing unemployment (6 actions)
- **SG 5.2:** Implement policies to enhance job creation (7 actions)
- **SG 5.3:** Design special programmes to reduce youth and female unemployment (12 actions)

Actions towards reducing unemployment have been already taken by the respondent countries and 33% of them are completed. 41% of actions are initiated, but in 32% of actions, there is a demand for knowledge sharing. After thematic area 3, this is the area with the highest rate of completion or initiation. Only 26% of actions did not commence yet. This also reflects the critical importance given to the fighting of unemployment in OIC countries (Figure 3.5).

In total, 32% of all actions were completed, 38% were initiated but not completed and 30% were not initiated yet (Figure 3.6). Moreover, in 68% of cases, countries are willing to engage in knowledge sharing activity. This reflects relatively strong initial conditions to move forward and achieve the strategic goals suggested in the OIC Labour Market Strategy 2025 document.

Figure 3.6: Overall Implementation Status of OIC Labour Market Strategy



Source: SESRIC OIC Labour Market Strategy Implementation Survey 2019.

(ii) Country Level Responses

Implementation status of actions is highly heterogeneous across countries. While some countries reported that they have already completed majority of actions, some others indicated that they are still at early stages of implementation of activities and would benefit from the knowledge transfer from more advanced countries (Figures 3.7 and 3.8).

In this connection, Azerbaijan, Bahrain, Qatar, Sudan, Turkey and United Arab Emirates have already completed at least 50% of all actions recommended in the strategy document. Among these, Azerbaijan, Qatar and Turkey stand as the countries that are ready to share their knowledge and experience in the majority of the activities that they have completed. On the other hand, the majority of activities are in progress in Jordan, Oman and Sierra Leone, but they would benefit from the knowledge and experience of other countries.

Nigeria, Senegal and Yemen are the countries where at least 50% of the actions are still not initiated. In fact, almost 80% of the actions in Yemen are waiting for initiation, where only one action is reported to be completed. Except for Bahrain, Nigeria, Turkey and Uganda, all respondent countries indicated their willingness to share knowledge and benefit from the experiences of others in at least 50% or more of the actions. Jordan and Palestine reported the highest number of actions in which they are ready to engage in knowledge sharing activity.

All these results indicate that significant achievements have been made by some countries and most of the countries are ready to share their knowledge and experience with others. Most of the countries that are in the process of initiation or implementation are also interested in the experiences of others. This reiterates the importance of regional cooperation in achieving the strategic goals towards improving the life and work standards in OIC member countries.

3.3 Recommendations for Effective Implementation of the Strategy during the COVID-19 Pandemic

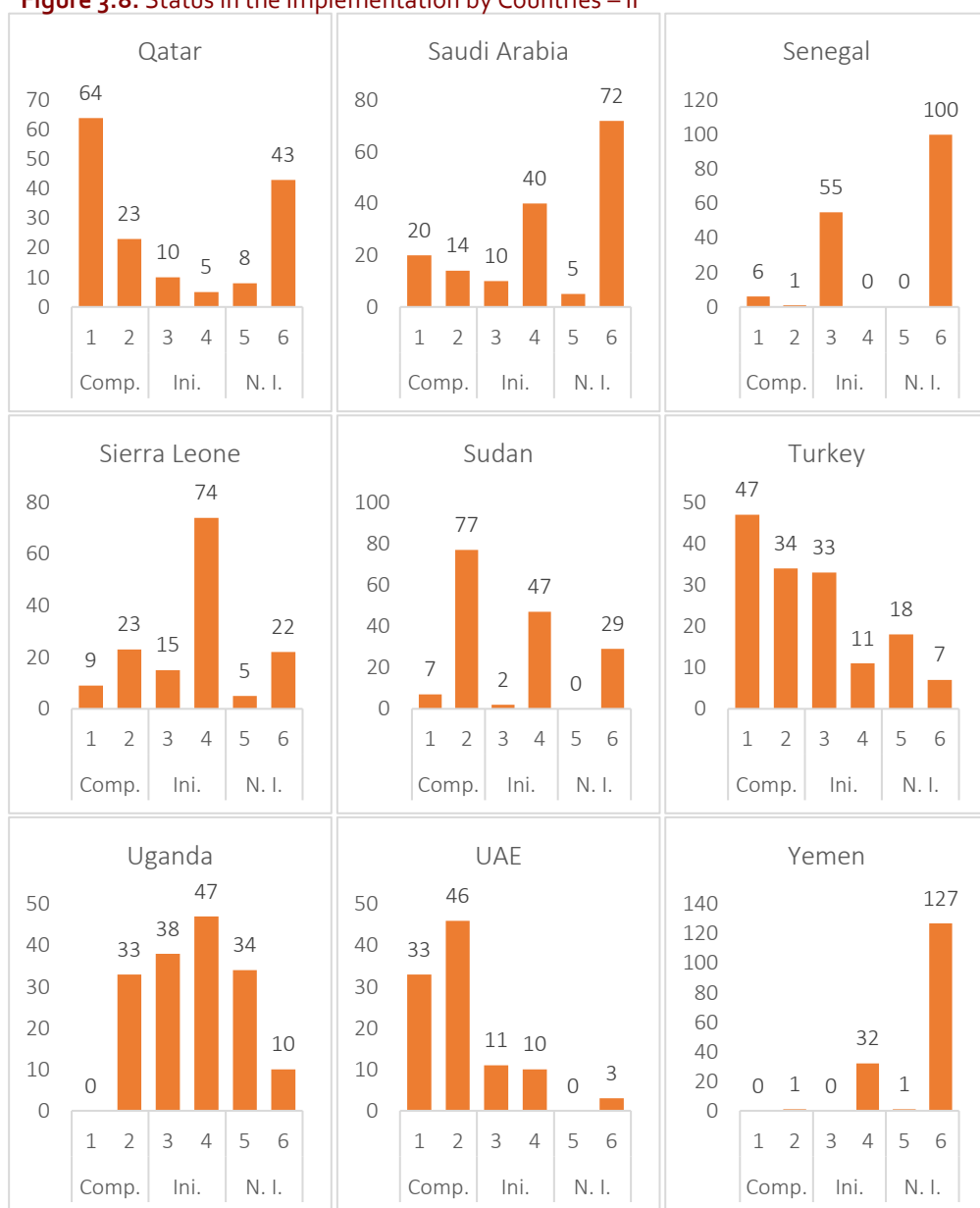
A strategic document reflects the recognition of the challenges and commitment to tackle them. It not only requires countries to be reactive to existing problems but also allows them to be proactive to future challenges by setting a long-term vision. It helps countries to prioritize their actions towards addressing the challenges considering the resources, capacities and expected outcomes. It is normally less complex and clumsy to have such plans at national level than at regional or international level. This is mainly because the countries engaging in a partnership through a strategic document have usually varying socio-economic characteristics that make the actions hard to align across the countries. Yet, this heterogeneity offers opportunities in the form of experience sharing and knowledge transfer among the concerned countries.

In recognition of such opportunities, the OIC Labour Market Strategy was prepared to understand the current labour market challenges faced by individual OIC countries and stimulate cross country partnership in specific areas of interventions. That was also the logic behind the implementation survey of the strategy document, where responses were categorized according to the readiness of countries to engage in experience sharing.

Figure 3.7: Status in the Implementation by Countries – I

Source: SESRIC OIC Labour Market Strategy Implementation Survey 2019. (1) Completed, and ready to share the knowledge and experience (2) Completed, but need to accumulate more knowledge before sharing the experience (3) Initiated but not completed, and do not require knowledge sharing to complete (4) Initiated but not completed, and knowledge sharing would be helpful to complete (5) Not initiated yet, but do not require knowledge sharing to initiate and complete (6) Not initiated yet, but knowledge sharing would be helpful to initiate and complete.

Figure 3.8: Status in the Implementation by Countries – II



Source: SESRIC OIC Labour Market Strategy Implementation Survey 2019. (1) Completed, and ready to share the knowledge and experience (2) Completed, but need to accumulate more knowledge before sharing the experience (3) Initiated but not completed, and do not require knowledge sharing to complete (4) Initiated but not completed, and knowledge sharing would be helpful to complete (5) Not initiated yet, but do not require knowledge sharing to initiate and complete (6) Not initiated yet, but knowledge sharing would be helpful to initiate and complete.

The proposed actions of the strategic document are to be implemented at individual country level owing to indigenous nature of labour market challenges. Due to significant divergence of labour market challenges across the OIC countries, it is reasonable to expect some countries to be advanced in the implementation of certain actions as compared to others. However, willingness and readiness to share experience and knowledge, as demonstrated by the survey results, offer opportunities to improve capacities to resolve various labour market challenges in countries with limited knowledge and experience.

Initial results confirm this configuration. There are countries with sufficient experience and knowledge to share and there are countries that are ready to learn from the experiences of others. There are some common types of activities that could be utilized to facilitate the knowledge transfer, such as workshops and training programs. However, the current outbreak of the COVID-19 pandemic significantly restrained the face-to-face interactions and utilization of such type of activities. Therefore, innovative modalities are needed to facilitate the knowledge sharing among the member countries.

The COVID-19 pandemic does not only limit the operationalization of customary type of activities, but also bring new challenges. The lockdown measures cause underemployment or unemployment in the affected economies. It has also significant implications on skills, employability and social welfare. Therefore, certain labour market challenges should be prioritized to avoid further deterioration of labour market outcomes and allow for speedy recovery. In this connection, particular attention should be given to reducing unemployment, widening the scope of social protection measures and avoiding skill degradation during the COVID-19 pandemic.

In order to minimize the labour market impacts during the pandemic, there is a need for enhancing employment support and job search services, and providing training opportunities for workers to upgrade their skills. Homestay orders actually offer a great opportunity for e-learning and skills upgrading, which can be subsidized by governments. For those who became unemployed and had no opportunity to obtain new skills, special retraining and upskilling programs can be developed and their reintegration can be supported through job search services for workers and special incentives for employers. Considering the fact that a bulk of employment in SMEs are informal, in the short-term additional benefits can be provided for affected workers in the form of unemployment insurance and cash assistance.

On another front, policy measures should be taken to avoid degradation of skills for people who are unemployed or dropped out the labour market. There are substantial disruptions to skills development programs due to the pandemic. Many countries have turned to distance learning as a means of mitigating the lost time in classrooms and workshops. These measures can help alleviate the potential impacts on learning and skills development. However, the development of practical skills will continue to lag during the crisis. This will put greater pressure on TVET and skill systems that were already under pressure to improve the quality and relevance of their programs.

On the other hand, the shift to digital learning has reinforced existing inequalities and created new ones. Many learners with limited internet access and other restrictions on their ability to learn in a digital environment will be considerably disadvantaged. It is critical to improve internet infrastructure and affordable access to the internet for all. It is also important to expand access for learners to online digital application and platforms and learning spaces where they can be accessed. Otherwise, post-pandemic period will emerge with greater challenges in terms of integrating disadvantaged groups into the labour market.

During the pandemic, many corporate businesses that have advanced digital infrastructures were able to provide online learning solutions for their employees, but most SMEs require specific support from local employment services and other service providers to promote up-skilling and re-skilling of their employees. While this helped corporate firms to limit the productivity losses, many SMEs suffered from reduced labour productivity and embarked on trimming the number of workers. In such an environment, the already important role of employment services has gained greater significance as the number of people who have lost their jobs continues to grow. As laid off workers face the risk of prolonged unemployment and skills obsolescence, it is important that social protection arrangements are supported by activation measures that provide upskilling and reskilling options for precarious workers and those in transition (ILO, 2020). Online training and retraining on essential skills will also be needed, alongside intensified counselling, to maintain employability during the crisis period.

COVID-19 response measures had also an inadvertent impact on vulnerable refugee and migrant populations around the world. For refugees, migrants, and their families, the loss of economic support and/or income is proven to have immediate lethal repercussions. Therefore, it is important for OIC countries to introduce and extend social protection mechanisms to refugees and migrants immediately. These mechanisms can include support through social safety nets, allowing refugees and migrants to sustain their basic needs. OIC countries should also encourage employers to retain migrant workers by offering them incentives (such as subsidies, reduction in hiring costs, employment taxes) and help migrant workers in retaining or registering their legal statuses in the host country without any fear of criminal action.

SECTION FOUR

CASE STUDIES ON BEST PRACTICES AND LESSONS LEARNT

The OIC Labour Market Strategy adopted at the 4th Islamic Conference of Labour Ministers that was held in Jeddah, Saudi Arabia during 21-22 February 2018, sets a vision for greater partnership among the OIC member countries in order to overcome the common challenges in this domain. In accordance with the proposed implementation modality of the Strategy document, the SESRIC conducted an initial survey during the first half of 2019. Overall, the survey results indicate that a good share of activities is already implemented. As the respondent member countries indicated that 32% of actions are already completed, 38% of the actions are initiated but not completed and the remaining 30% of actions are not initiated yet.

In the survey, the focal points from respondent countries identified a number of areas in which modalities for the labour market strategy implementation have been completed and knowledge and experience are ready to be shared. SESRIC requested from the member countries to submit potential best practices in order to highlight them in its progress report on the implementation of the OIC Labour Market Strategy. The main purpose of this exercise is to collect case studies on best practices from the OIC countries that shed light on a central problem in the labour market and provide a concrete solution to that problem.

These case studies are expected to show major achievements after the implementation of a program towards solving a fundamental labour market problem, however they are not required to be 100% success story. They may also present experiences on what went wrong during the implementation and what needs to be done to avoid such failures in future interventions. They may highlight missed opportunities, including missed synergies with other stakeholders, to get more effective outcomes.

In response to the SESRIC's request for best practices from the OIC members, SESRIC received 29 case studies from 9 countries in relation to different strategic goals and actions of the

strategic document. 17 of them are selected and presented in this report. Three main criteria are adopted for selecting the case studies:

- Whether the case study is a good example of a common labour market problem;
- Whether the case study offers the optimum solution to a common labour market problem; and
- Whether the success of the case study transferrable and replicable in other OIC member countries.

If a case study meets all these criteria, they are selected for further screening and editing to be presented in this report. The list of selected cases is provided in Figure 4.1. The case studies are grouped under different thematic areas. Few case studies are reported under cross-cutting programs, as they are found to be related to more than one thematic area of the strategic plan.

Figure 4.1: List of the Case Studies on Best Practices and Lessons Learnt

Thematic Area 1: Encouraging Participation to Labour Market <ul style="list-style-type: none"> • Saudi Arabia: Practices Enabling Women to Work in the Saudi Labour Market • Turkey: Sheltered Workshops for Person with Mental and/or Psychological Disabilities
Thematic Area 2: Enhancing Employability <ul style="list-style-type: none"> • Djibouti: Youth Employment Support Project • Malaysia: Developing a Centralised Labour Market Information Data Warehouse • Nigeria: The N-Power Programme under National Social Investment Programme
Thematic Area 3: Protecting the Workers' Safety and Well-Being <ul style="list-style-type: none"> • Azerbaijan: Action Plan on Preventing Informal Employment in the Country • Cameroon: Program for Migrant Workers • Saudi Arabia: The National Strategic Program for Occupational Safety and Health • Palestine: The Occupational Safety and Health National Programme • Turkey: An Integrated Model for the Elimination of Worst Forms of Child Labour in Seasonal Agriculture in Hazelnut Harvesting in Turkey
Thematic Area 4: Promoting Labour Productivity <ul style="list-style-type: none"> • Malaysia: Improving the Effectiveness of TalentCorp's Initiatives: Assessment of Returning Expert Programme & Residence Pass - Talent
Thematic Area 5: Reducing Unemployment <ul style="list-style-type: none"> • Azerbaijan: Self-employment Programme • Cameroon: Program to Reduce Youth and Female Unemployment • Palestine: A Project Program to Increase Self-employment and Entrepreneurship Opportunities for Young Men and Women, Unskilled Workers and Crafts Workers in the Business Sector
Cross-Cutting Programs <ul style="list-style-type: none"> • Turkey: Establishing and Operating a Quality-assured National Qualifications System • Qatar: Strengthening the Wage Protection System • Turkey: Job Creation and Entrepreneurship Opportunities for Syrians under Temporary Protection and Host Communities in Turkey

Thematic Area 1: Encouraging Participation to Labour Market

SAUDI ARABIA	
Program Name	Practices enabling women to work in the Saudi labour market
Duration	There is no fixed term
Scope	National
Lead implementing organization(s)	Ministry of Labour and Social Development
Relation to OIC Labour Market Strategy	SG 1.3: Implement inclusive policies to enhance participation of female, young and elderly population
Targeted sectors	Private sector enterprises in the Kingdom of Saudi Arabia
Main labour market challenge/problem(s) addressed by the program	Unemployment of Saudi women and limited opportunities and fields for them to work in the Saudi private sector.
CONTEXT & PLANNING	
Rationale	High rates of female unemployment compared to males in the Kingdom, and limited opportunities and fields for women to work
Policy design	<p>A set of decisions, laws, regulations and programs have been issued to increase the opportunities and fields of work to achieve the empowerment of women's work and Saudi Arabia's 2020-2030 vision. These include:</p> <ul style="list-style-type: none"> • Empower women to work in shops, markets and factories, • Localize many economic activities and allowing women to work in them, including localizing 12 economic activities ... And other activities • Organize women's work and provide an appropriate working environment that takes into account the religious and social aspect and the nature of women. • Programs of teleworking / working from distance • Employment support programs • Program of working part time • Productive families program "Working from Home" • The Qurra Program supporting children hospitality • Access Program (supporting the transportation of working women) • Establish a system that controls behavioural violations in the work environment • Organize nightshifts • Self-employment program

IMPLEMENTATION & MONITORING	
Implementation	<ul style="list-style-type: none"> • Issue decisions and legislations that contribute to increasing women's opportunities and fields of work • Establish programs to assist the private sector and remove obstacles of integrating women, so that jobs in the sector become more attractive and acceptable • Develop several workshops, meetings, and media campaigns about the importance of involving women in the Saudi labour market • Measure the female unemployment rate to know the achieved achievements
Financing	National Sources
Monitoring	The key performance indicator: Percentage of women participating in the Saudi labour market
OUTCOMES	
Description of the programme results	<ul style="list-style-type: none"> • Providing new job opportunities and fields for women • Increasing the participation of Saudi women in the labour market • Female unemployment rate is lower than before • Economic yield to the state by filling jobs -replacing national labour with foreign workers • Participating effectively in the economy by increasing the human factor • Increasing commercial enterprises owned by Saudi women (business leaders)
Main challenges and lessons learnt	<ul style="list-style-type: none"> • The limited working opportunities and fields for women in the labour market due to several prevailing social conditions • Some members of the Saudi society refused to allow women to work in some professions • The lack of an appropriate work environment for women in many private sector enterprises, taking into account the social and religious aspects • The incompatibility of some professions' nature for women • The fear of some female employees of being involved in the labour market
CONTACT INFORMATION	
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LINKS FOR FURTHER INFORMATION	
<p>The Website of the Ministry of labour and Social Development (Access the Knowledge Center _ access the Decisions or Regulations page) - https://mlsd.gov.sa/ Human Resources Development Fund website "Goal". - https://www.hrdf.org.sa</p>	

TURKEY	
Program Name	Sheltered Workshops for Person with Mental and/or Psychological Disabilities
Duration	(30.04.2016 – The Application continues)
Scope	It is a national programme to promote employment of person with mental and/or psychological disabilities at private sector in accordance with a by-law which came into force in April 2016 to provide state support to sheltered workplaces.
Lead implementing organization(s)	Ministry of Family, Labour and Social Services (MoLSS), General Directorate for Persons with Disabilities and the Elderly
Relation to OIC Labour Market Strategy	1.5. Design programmes and policies to activate the potentials of vulnerable groups including disabled, ex offender, and displaced people in labour market
Targeted sectors	Service and industrial sector
Main labour market challenge/problem(s) addressed by the program	Person with mental and/or psychological disabilities have more difficulties to enter labour market than the other groups.
CONTEXT & PLANNING	
Rationale	In the year 2012, “Analysis of the Labour Market in Terms of Disability Project” was conducted by General Directorate for Persons with Disabilities and the Elderly, MoLSS (1.628 private sector officials were interviewed along with 50 or more workers). The study shows that the employers do not want to employ people with mental and/or psychological disabilities .
Policy design	<p>Although there were no legislative regulations in 2004, the production centres where people with disabilities received vocational training and to some extent participated in employment have assumed a kind of sheltered work-like function. In this regard, 14 sheltered workplaces operating in three regions were visited between 25 May 2004 and 12 June 2004 to gather information on the subjects such as; structures, problems they face, goals, the number of working people with disabilities were obtained and centres were evaluated in terms of sheltered workplace criteria. In the light of these assessments, it was ensured that sheltered workplaces take their place in the legislation and are brought to the agenda of the country.</p> <p>In this context, Article 3 of Law on People with Disabilities (dated 01/07/2005 and numbered 5378) states the sheltered workshops and working places whom the state offers technical and financial supports in order for inclusion of people with mental disabilities in the labour market. Regulation on Sheltered Workplaces was prepared on the basis of this Law which came into force in 2005 for the first time.</p> <p>The Regulation on Sheltered Workplaces dated 6/11/2013 identifies procedures and principles about functioning and supervision of workplaces opened by real or legal entities for the individuals with disabilities whose inclusion in labour market is difficult.</p> <p>Some amount of fees to be paid for people with disabilities working in a protected workplace according to the Regulation on Payments entered into force on April 30, 2016, when 29699 issue was published in the Official Gazette.</p>

IMPLEMENTATION & MONITORING	
Implementation	<p>Number of employees with disabilities at such workplaces cannot be less than 75% of total employees. Hiring process is initiated through personal application of disabled individuals registered at Turkish Employment Agency. Employee records are kept by the Provincial Directorates of the MoLSS.</p> <p>Provincial Directorate of Family, Labour and Social Services, Provincial Directorate of Labour and Employment Institution, Provincial Directorate of National Education, Provincial Directorate of Health and other public institutions and organizations appointed by the Governorate, where the secretariat is carried out by the Provincial Directorate of Family, Labour and Social Services, the commission whose principles and procedures shall be determined by the General Directorate for Persons with Disabilities and the Elderly.</p>
Financing	The Provincial Directorate of MoFLSS is entitled to give incentives to Sheltered workplaces as per the legislation by giving social insurance, tax and wage support for the employer.
Monitoring	<p>Sheltered workplaces deliver the documents to the provincial directorate of MoFLSS where they are located to request payments for each month and for every disabled employee.</p> <p>Sheltered workshops submit annual activity report containing information such as production, employment, sales, donation, investment, marketing, stock, personnel employed to Provincial Directorate of Family, Labour and Social Services in March of each year. (Regulation on Protected Workplaces, Article 18)</p>
OUTCOMES	
Description of the programme results	There are 90 persons (60 male and 30 female) with mental and/or psychological disabilities employed in 10 sheltered workplaces countrywide, 6 in industrial sector and 4 in services sector.
Main challenges and lessons learnt	Sustainability and management of sheltered workshops is affected by open labour market conditions. It can cause isolation as there are no transition programs to open labour market.
CONTACT INFORMATION	
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LINKS FOR FURTHER INFORMATION	
https://ailevecalisma.gov.tr/eyhgm/sayfalar/korumali-%C4%B0syeri/ https://www.youtube.com/watch?v=RkTgONKPrEg https://www.youtube.com/watch?v=Fn-FgdHp37M	

Thematic Area 2: Enhancing Employability

DJIBOUTI	
Program Name	Youth Employment Support Project
Duration	July 2016 to February 2018
Scope	240 Graduates and non-graduates integrated into private sector enterprises at the national level and promotion of self-employment of 20 young people and women in the fishing industry.
Lead implementing organization(s)	National Agency for Employment, Training and Professional Integration (ANEFIP)
Relation to OIC Labour Market Strategy	<p>Enhance Employability:</p> <ul style="list-style-type: none"> Significantly improve the skills base of the workforce for employability; Reduce mismatches in skills; Implementing special policies to improve the employability of vulnerable groups; Improve performance of labour markets and institutions. <p>In order to observe the performance in improving employability at the OIC level, two performance indicators are identified:</p> <ul style="list-style-type: none"> Employment/Population ratio; Share of public expenditure on ALMPs.
Targeted sectors	<p>The main sectors targeted by the project are as follows:</p> <ul style="list-style-type: none"> Transport and logistics; Hotels and Travel Agencies; Banking institutions.
Main labour market challenge/problem(s) addressed by the program	Difficulties in adapting young people's vocational training and the professional qualifications required in host companies.
CONTEXT & PLANNING	
Rationale	<p>Within the framework of the implementation of the national employment policy, particularly in programme 2 of the operational action plan; the Ministry of Labour in charge of Administration Reform (MTRA) through National Agency for Employment, Training and Professional Integration (ANEFIP) has highlighted an inclusive approach to strengthen the integration of young graduates and/or non graduates into the labour market, but also to promote self-employment through the development of entrepreneurship in the fisheries sector.</p> <p>In this respect, this project is a relevant and effective response to an increase in youth unemployment characterized by difficulties related to skills for employability and professional experience.</p> <p>It is in this sense that the project has developed the following steps in its vocational integration components:</p> <ul style="list-style-type: none"> Targeting procedure, selection of young people by profile and in accordance with labour market demand under the supervision of a joint committee to ensure transparency;

	<ul style="list-style-type: none"> - Training of selected young people in basic vocational skills, personal development and professional communication; - Integration of young people into host companies; - Monitoring and evaluating the professional performance of young people; - Provision of a financial allowance for trainees; - Social security benefits for young trainees.
Policy design	<p>The design of this project followed a participatory approach between ANEFIP, UNDP, INAP and the Chamber of Commerce and this in accordance with the reference framework of programme 2 of the national employment policy which sets out the guidelines for this project.</p> <p>After strategic evaluations and analyses, a project document was planned along with the identification of result indicators.</p>
IMPLEMENTATION & MONITORING	
Implementation	<p>The project was coordinated by ANEFIP, including a technical team in charge of technical implementation and another on financial operations.</p> <p>With the strategic partnership of ANEFIP and UNDP, the project has used several instruments, namely; training, integration, transfer of financial allocations and follow-up and evaluation. The institutions involved in the implementation of project activities include the National Institute for Public Administration (INAP) responsible for training, the Djibouti Chamber of Commerce (CCD) responsible for prospecting out businesses that are suitable for this type of professional integration.</p>
Financing	<p>The youth employment support project was financed by a grant from the Government of Japan under the UNDP coordination.</p>
Monitoring	<p>A follow-up mechanism has been established to monitor the evolution of the statistical data and, above all, to provide key information on the performance, effectiveness, efficiency, results and impact of the activities.</p>
OUTCOMES	
Description of the programme results	<p>In its integration component, the youth employment support project aimed to promote the professional integration of 140 young graduates and/or non-graduates for each stage of implementation. Thus, the second component consisted of capacity building and the provision of fishing equipment to 20 young people and women. The participants of the project benefited from coaching adapted to their educational and professional level in terms of training and integration. On the financial aspect, the young men and women benefited from financial allocations in the integration component of the project and the acquisition of 20 fishing boats as part of the self-employment component for young men/women. On the basis of the result evaluations, the success of this project was marked firstly by the combination of training, support and monitoring and evaluation, and secondly by the transfer of funds which contributed positively to the professional, social and economic integration of the trainees.</p>

Main challenges and lessons learnt	<p>With youth unemployment on the rise, especially when faced with difficulties in obtaining vocational qualifications, the major challenges in developing this type of activity are above all the mobilization of more funds in order to reach more young people. And the relevance of this approach to promote employability has been demonstrated by the high rate of youth integration of more than 70%.</p> <p>It is in this context that ANEFIP has duplicated the same project for another limited target of 150 young people (2019/2020) after the two previous phases funded by the Japanese government.</p>
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MALAYSIA	
Program Name	Developing a Centralised Labour Market Information Data Warehouse (LMIDW)
Duration	January 2012 – December 2020
Scope	National Level
Lead implementing organization(s)	Institute of Labour Market Information and Analysis (ILMIA), Ministry of Human Resources Malaysia
Relation to OIC Labour Market Strategy	SG 2.2: Design and Implement Policies to Reduce the Skills Mismatch SG 2.4 : Improve the Functioning of Labour Markets and Institutions
Targeted sectors	The principal users of LMIDW are including human capital policy makers and Government; employers; students; job seekers; employees; and training and research institutions.
Main labour market challenge/problem(s) addressed by the program	<p>The LMIDW was established to share key information such as projections of workforce supply and demand by economic sectors in a single platform. Through LMIDW, we are able to:</p> <ul style="list-style-type: none"> i. have a centralised platform for labour market data as a basis for in depth labour market analysis; ii. have a platform for all stakeholders (public/students/parents/academia) to search and acquire any information regarding the labour market information iii. minimise the existing labour market information gaps; and iv. standardise the collection and recording of labour market information.
CONTEXT & PLANNING	
Rationale	An efficient and flexible labour market is critical to ensure that the supply of talent matches industry demand, minimise underutilisation of skills, and enable inclusive and sustainable growth. One of the strategies introduced by the Government to improve the efficiency and operations of the labour market is through having more integrated labour market information to enhance decision making. The LMIDW has enabled the Government to make better evidence-based policies, as well as improve dissemination of information to industries, institutions of higher education and other stakeholders. In addition, the presence of a more efficient labour market will lead to closer alignment of workforce supply and demand.
Policy design	A key recommendation under Strategic Reform Initiative for Human Capital Development during the 10 th Malaysia plan was to set up a centralized labour market data centre.
IMPLEMENTATION & MONITORING	
Implementation	<p>Starting from late 2011 and expected to be completed by 2020, the phases of LMIDW consists of:</p> <p>3.1. Phase I (2012): Development of infrastructure for the labour market data warehouse (LMIDW).</p> <p>3.2. Phase II (2013): Upgrading of existing modules in LMIDW such as ILMIA's Portal & Dashboard.</p> <p>3.3. Phase III (2014-2015): Integration between ILMIA's Portal and Dashboard using Statistical Analysis Software (SAS), Business Intelligence Tools.</p>

	<p>3.4. Phase IV (2016-2017): Development of Standard Operating Procedures (SOP) to enhance mechanism for data sharing between data providers, improvement of ILMIA's Portal using Joomla Content Management System (CMS), development of data sharing platform for ease of data sharing, technical training for staffs and promotions.</p> <p>3.5. Phase V (2018-2020): Improvement of Data Reporting Quality, Enhancement of Database Security, Big Data Analytics exploration and Outreach Programme, e.g: change management programmes, business and technical training, LMIS publications, etc.</p>
Financing	Developing Expenditure budget allocated under 11 th Malaysian Plan
Monitoring	<p>There are 3 levels of monitoring for this project as below:</p> <ol style="list-style-type: none"> 1. Project Management Committee: Progress of project will be presented to members from ministry and data sharing agency 2. ICT Steering Committee: Progress report to be presented during ministry's ICT steering committee of ICT every 2 months. Details on project development and financial status are among details to be highlighted in the progress report. 3. Committee on Project Development: Project development will be presented to high level officers. Meeting will be chaired by Minister of Human Resources or Secretary General.
OUTCOMES	
Description of the programme results	<p>The principal users of LMIDW are expected to be the following stakeholders:</p> <p>1. Human Capital Policy Makers and Government</p> <p>The web – based labour market information system through the Dashboard and Data Mart will assist the policy maker and other government entities by providing inputs of human capital analysis which would support the formulation of the appropriate policies and actionable implementation measures to address short, medium and long term manpower planning issues. Appropriate preparation of entrants into the workforce is crucial for boosting human resources and employment growth in the long run. For example; the Dashboard can provide detailed understanding on trends in key labour market indicators such as unemployment & employment rates, wage scales (by gender, location, sector, occupation etc).</p> <p>2. Industry Players</p> <p>Information such as wages and salaries within industries and across industries, training programmes as well as health and safety issues will guide industry players in maintaining and operating their business operations. Apart from that, information such as output of students within their business location helps them to strategize their manpower planning and business expansion.</p> <p>3. Students/ Jobseekers/ Employees</p> <p>The information in the labour market information system enables jobseekers to develop career plans and choices and also receive information on possible type of jobs opportunities in the near future. Apart from that, information such as emerging new skills sets and training programmes offered in various training institutions act as signals for them to retrain or upskill the workforce to cope with the emerging requirement from industries.</p> <p>4. Other Stakeholders Including Training/ Research Institutions</p> <p>Training institutions require information such as employment trends and indicators on future skills sets to enhance their teaching programmes by proper</p>

	<p>revision of curricula. It is also important for them to ensure the supply of manpower produced is readily absorbed by industries, i.e. graduates employability. Research institutions with ready access to various labour market information and data will be facilitated to undertake in-depth analysis on issues pertaining to the labour market.</p> <p>Other stakeholders such as potential domestic and foreign investors need detailed information on employment trends and the availability of the right types of supply of labour which enable them to evaluate the stability of Malaysia's labour market as compared to other competing countries.</p>
Main challenges and lessons learnt	<p>Among the issues and challenges faced during this project are:</p> <p>Issues:</p> <ul style="list-style-type: none"> i. Difficulties in getting cooperation from all stakeholders ii. Data sharing policy iii. Lack of standard classification and definition usage iv. Issues on data quality, completeness, scattered, timeliness v. Lack of subject matter experts <p>Measures taken to overcome issues</p> <ul style="list-style-type: none"> i. Development of Standard Operating Procedure (SOP) to highlight mechanism and details of data to be shared ii. Establishment of data sharing platform iii. Develop pool of resources across agencies, department, ministries iv. User Manual on Data Quality (Cleansing, Validation, management)
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LINKS FOR FURTHER INFORMATION	
More information on LMIDW available at www.ilmia.gov.my	

4. Case Studies on Best Practices and Lessons Learnt

NIGERIA	
Name	The N-Power Programme under National Social Investment Programme
Duration	12/2016 - ongoing
Scope	Graduates and non-graduates between ages of 18 and 35
Lead implementing organization(s)	National Social Investment Office
Relation to OIC Labour Market Strategy	SG 2.1: Significantly improve the skills base of the labour force to enhance employability; SG 4.3: Invest in new skills
Targeted sectors	Covers diverse sectors including agriculture, health, technology, finance, construction, automotive and utilities, among others
Main labour market challenge/problem(s) addressed by the program	Skills acquisition to enhance employability of youth
CONTEXT & PLANNING	
Rationale	Skills and knowledge are the driving forces of economic growth and social development. Despite the current high level of unemployment, harnessing Nigeria's young demography through appropriate skill development efforts provides an opportunity to achieve inclusion and productivity within the country. Providing a platform for the large-scale skill development is the main policy thrust of the N-Power Programme.
Policy design	<p>The National Social Investment Programme (NSIP) is a group of programmes under the National Social Investment Office (NSIO), a social security agency created in 2016 by the Federal Government of Nigeria. The social investment programmes draw from the social protection policy framework in a manner that ensures a life of dignity for those who have been constrained, in one way or another, from achieving their full potential.</p> <p>The N-Power Programme is a job creation and skills empowerment programme of the Federal Government of Nigeria under NSIP. It is designed to help young Nigerians acquire and develop life-long skills to become practical solution providers in their communities, enabling them to become innovative players in the domestic and global markets. The initial modular programmes in N-Power are designed for Nigerian citizens between the ages of 18 and 35. It is required to meet the minimum requirements (if any) for respective programme.</p> <p>N-Power is also linked to the Federal Government's policies in the economic, employment and social development arenas as it addresses the challenge of youth unemployment by providing a structure for large scale and relevant work skills acquisition and development while linking its core and outcomes to fixing inadequate public services and stimulating the larger economy. The modular programmes under N-Power will ensure that each participant will learn and practice most of what is necessary to find or create work. The N-Power Volunteer Corp involves a massive deployment of 500,000 trained graduates who will assist to improve the inadequacies in our public services in education, health and civic education. Some of these graduates will also help in actualising Nigeria's economic and strategic aspirations of achieving food security and self-sufficiency.</p>

IMPLEMENTATION & MONITORING	
Implementation	<p>The main policy thrust of the N-Power scheme is to harness large-scale skill development in the country. In this connection, the program aims to:</p> <ul style="list-style-type: none"> - Provide beneficiaries with requisite Skills within the designated period of either 1 year or 2 years, depending on the category. - Provide work experience opportunities towards job employment, for unemployed youth. - Link policies towards enhancing public services. <p>The program targets both graduates and non-graduates. There are three major sub-programs for non-graduates:</p> <p><i>N-Creative</i> – The N-Power Creative programme will train and develop 5,000 young creative talents in Animation, Graphic Design, Post-production, and Script Writing.</p> <p><i>N-Knowledge</i> – a “Training for Jobs” initiative essentially ensuring that applicants are engaged in the marketplace in an outsourcing capacity as employees, freelancers or entrepreneurs.</p> <p><i>N-Build</i> – N-Power Build is an accelerated training and certification programme that will engage and train 75,000 young unemployed Nigerians in order to build a new crop of skilled and highly competent workforce of technicians, artisans and service professionals.</p> <p>Graduate programs involve <i>N-Agro</i>, <i>N-Health</i>, <i>N-Tech</i> and <i>N-Tax</i>. Each N-Power graduate is deployed to the chosen sector of vocation and paid a monthly stipend of N30, 000.</p>
Financing	The financed by Federal Government's social investment program budget.
Monitoring	The policy is being primarily monitored by the Presidential Advisory Committee Against Corruption (Economic Management Team).
OUTCOMES	
Description of the programme results	<p>The Federal Government of Nigeria has designed the N-Power Programme to drastically reduce youth unemployment. Perhaps to further demonstrate the fact that it was aimed at addressing the challenges of unemployment, its forerunners categorized it into Graduate Teachers Corps which targeted 500,000 graduates recruitment, N-Power Knowledge targeting 25,000 non-graduates recruitment and NPower Build which targets 75,000 non-graduates' recruitment. It was gathered that the 500,000 graduates under the N-Power Corps programme will get computing devices that will contain information necessary for their specific engagement, as well as information for their continuous training and development.</p> <p>Participants are to provide teaching, instructional, and advisory solutions in four key areas namely agriculture, health, power tech and community education. The N-Power Agro volunteers are meant to function as intermediaries between research and farmers. Through the N-Power Health programme, young graduates are trained to work as public health assistants to teach preventive health to community members. They are also trained to provide basic diagnostic services.</p> <p>The N-Power Teach programme engages qualified graduates for the benefit of basic education delivery in Nigeria. They are deployed as teaching assistants in primary and secondary schools across Nigeria to provide basic education to children in marginalized communities.</p> <p>There is also the N-Power Knowledge programme which is the Federal Government's first step towards diversifying to a knowledge economy. This</p>

4. Case Studies on Best Practices and Lessons Learnt

	<p>programme works alongside the planned eight innovation hubs across the country to provide incubation and acceleration of the technology and creative industries. The programme is a 'Training to Jobs' initiative, essentially ensuring that participants can get engaged in the marketplace in an outsourcing capacity, as freelancers, as employees and as entrepreneurs.</p>
Main challenges and lessons learnt	<p>One of the challenges of N-Power is the fear of being sacked any time by the Federal Government. Some volunteers misbehave to staff members at their Places of Primary Assignment (PPA) because they are not answerable to the state government. However, there were challenges faced by the programme in empowerment of youth, which included delay in payment of allowance, unpaid allowances, distance to working places and teacher training for most of N-Teach beneficiaries. It is therefore recommended for prompt and timely payment of the stipends to beneficiaries of the programme by Federal government, timely sorting of problems of unpaid allowances, posting nearest to place of residence and teacher education for N-Teach categories.</p>
CONTACT INFORMATION	
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LINKS FOR FURTHER INFORMATION	
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Thematic Area 3: Protecting the Workers' Safety and Well-Being

AZERBAIJAN	
Program Name	Action Plan on preventing informal employment in the country
Duration	October 2017 - ongoing
Scope	National
Lead implementing organization(s)	Ministry of Labour and Social Protection of Population of the Republic of Azerbaijan
Relation to OIC Labour Market Strategy	SG 3.5: Reduce Informal Employment and Promote Decent Work
Targeted sectors	Non-agriculture sectors with a distinctive focus on construction, transport and service
Main labour market challenge/problem(s) addressed by the program	Tackling informality and thereby providing the access to the social security system for the working force
CONTEXT & PLANNING	
Rationale	High level of informal employment in the economy had a negative impact on the protection of the labour and social rights of workers. Informality, in addition, results in unfair competition among businesses and damages the functionality of the good governance by leading to the tax evasion and tax avoidance.
Policy design	A special Commission on the Regulation and Coordination of Labour Relations chairing deputy Prime Minister along with members of heads of central governmental agencies and Workers and Employers Confederations was established. Under the guidance of the Commission, the Action Plan was prepared and adopted by the relevant Presidential Decree.
IMPLEMENTATION & MONITORING	
Implementation	The Action Plan consists of five parts with 36 tasks for tackling informal employment with each task assigned to the various governmental agencies working in close cooperation of other stakeholders. The first part of the Action Plan deals with improving the legislation, the second part focuses on improving the administrative methods. The third part provides tasks on strengthening controlling mechanisms. The fourth part intends to establish monitoring and assessment systems and finally, it emphasize on the importance of awareness raising campaigns.

Financing	Overall, the finance for the Action Plan is provided from the State budget with each governmental agency providing resources for the tasks falling under their competence. Also, other stakeholders such as Worker's Organizations, Employers' Confederation and relevant NGOs finance the activities primarily dealing with the awareness raising campaigns.
Monitoring	Each governmental agency responsible for certain tasks is obliged to provide a quarterly report to the Secretariat of the Commission on the Regulation and Coordination of Labour Relations. Additionally, a yearly report is provided to the President by the Commission.
OUTCOMES	
Description of the programme results	After the massive reforms in the legislation (especially in the Tax Code) and as a result of awareness raising campaigns, a dramatic increase occurred in the number of labour contracts. Incentive methods combined with enforcement activities encouraged the employers to formalize the employment relations, thereby avoiding the financial sanctions and giving access for their employees to the social protection system. In the initial period, the main focus was on the informal employment in the formal sector; however, in the following years actions will be taken in order to formalize informal self-employed workers and those who are employed in the informal sector.
Main challenges and lessons learnt	So far, incentive methods (eliminating income tax on wages) combined with the enforcement activities (doubling the financial sanctions for employing a worker informally) had a positive impact on the overall formalisation of employment relations. However, considering other unfinished policies, especially the introduction of compulsory health insurance, better results are expected next year.
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CAMEROON	
Program Name	Integration of Migrant Workers into Labour Market
Duration	Started before 2016
Scope	All migrant workers
Lead implementing organization(s)	Several ministerial departments and administrations are involved: Ministry of Labour and Social Security, Ministry of Social Affairs, Ministry of Youth and Civic Education, Ministry of Finance, Ministry for the Advancement of Women and the Family, Ministry of Employment and Vocational Training, Ministry of Foreign Affairs, the National Institute of Statistics, the National Social Security Fund, etc.
Relation to OIC Labour Market Strategy	<i>Action 3.3.5:</i> Ensure non-discriminatory treatment and a safe working environment for migrant workers in all sectors <i>Action 4.1.6:</i> Develop modalities to effectively utilize migrant workers in the labour market
Targeted sectors	Public and private sectors and informal sector
Main labour market challenge/problem(s) addressed by the program	Integration of migrant workers into the labour market/ taking into account the rights of migrant workers in Cameroon
CONTEXT & PLANNING	
Rationale	Cameroon hosts significant number of migrants from Nigeria and Chad. In line with the national policy on the subject, the ILO conventions on migrant workers and the implementation of the SDGs and the overall strategy of the African Union on the subject, Cameroon has put in place a large number of programmes to address this issue. These programmes are also in line with some other national, regional and international action plans and resolutions, such as African Union's Ouaga+10 plan of action; the resolutions of the 3 rd and 4 th Islamic Conferences of Labour Ministers; the resolutions of the African Union Specialized Technical Committee on Social Development, Labour and Employment; the Addis Ababa Plan of Action; and the Cameroon Growth and Employment Strategy Paper.
Policy design	For integration and protection of migrant workers, the above-mentioned ministerial departments, employers' and workers' organizations, NGOs and associations and other public and international institutions are involved. The documents are elaborated with regard to the protection of the rights of migrant workers. Bilateral MoUs are signed between Cameroon and partner States for the management of social security for migrant workers. MoUs are being prepared on the management of migration flows between OIC Member States and other partner States as well. Cameroon has ratified ILO Conventions No. 97 and No. 143 on migrant workers. An assessment of requirements has not yet been made.

IMPLEMENTATION & MONITORING	
Implementation	The policy is implemented through the signature of bilateral conventions on the management of migrant workers. The Labour Code of Cameroon does not discriminate between national and migrant workers. Informal sector abounds with several migrant workers. For example, more than four million Nigerian migrant workers live in Cameroon and work in the informal sector (car parts and fishing etc). Cameroon has ratified ILO Conventions on migrant workers. Negotiations are underway with some OIC Member States for the signing of bilateral agreements on the management of migrant labour. A Standing Inter-Ministerial Committee has been also set up in the Prime Minister's Office on the subject. The members of the committee involve the above mentioned lead implementing organization.
Financing	The programmes and projects are financed mainly by the Government of Cameroon. Some programmes and projects are also financed by some NGOs and international organizations.
Monitoring	<i>Not provided</i>
OUTCOMES	
Description of the programme results	<ul style="list-style-type: none"> - The targets are partially achieved as the whole issue of migrant workers has not yet been fully addressed with the OIC partner states and other world countries. However, Cameroon respects the rights of migrant workers and applies the international standards it has endorsed in this regard. - The success of this programme lies in finding sustainable solutions towards the safeguarding, promoting and protecting the rights of migrant workers. - The target population was reached through multifaceted raising of awareness and training workshops, capacity building of stakeholders. - The short and medium term implications are related to the protection and promotion of migrant workers' rights, decent work conditions for migrant workers, and the signing of agreements with the OIC countries.
Main challenges and lessons learnt	The weaknesses of this programme are based on the inadequacy of funding (allocated budgets) to take account of the problems of migrant workers and the lack of political will on the part of the partner States to truly address these problems. Another weakness is the lack of updated statistics in this area.
CONTACT INFORMATION	
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SAUDI ARABIA	
Program Name	The National Strategic Program for Occupational Safety and Health (OSH)
Duration	2017 – 2023
Scope	A national program to improve working conditions and maintain the safety and health of enterprises in the private sector.
Lead implementing organization(s)	Ministry of Labour and Social Development
Relation to OIC Labour Market Strategy	Related to the third strategic objective of the Organization of Islamic Cooperation " Protecting the Worker's Safety and Well-Being "
Targeted sectors	Private Sector
Main labour market challenge/problem(s) addressed by the program	<p>The most important challenge facing the labour market is ensuring the safety and health of workers and the endeavour to put an end to the risks as well as practices that cause deaths, injuries and occupational diseases in private sector facilities, and this is done by addressing the following issues:</p> <ul style="list-style-type: none"> - The overlap and duplication of efforts and waste of time and national resources - The lack of clarity of the references of which regulations must be followed and adhered to, leading to discrepancies in maintaining the standards - The private sector is overwhelmed by the multi-standards due to the multiplicity of bodies that legislate, develop and conduct the inspections - Lack of a national reliable and comprehensive baseline for the level of OSH for private sector enterprise through which clear targets about work injuries, costs and improvement are set
CONTEXT & PLANNING	
Rationale	<p>This program is needed to achieve the following:</p> <ul style="list-style-type: none"> - Contribute to protecting the safety and health of employees - Improve the attractiveness of the work environment and thus increase work efficiency by reducing work injuries and deaths - Reduce the expenses of work injuries - Find jobs in OSH for Saudis
Policy design	<p>The Ministry of Labour and Social Development has taken several steps before coming out with a clear direction for the future's vision and building and developing this program, as in the above hierarchical form, as follows:</p> <ul style="list-style-type: none"> - Study and analyze the current situation of occupational safety and health in the private sector - Compare the current situation with the standards of international conventions of the International Labour Organization conventions 187 and 155 with international practices in this field, such as: Malaysia, Singapore, United Kingdom, Canada, United States, New Zealand... - Analyze the roles and responsibilities of stakeholders - Build a trend and strategic outlook to fill the void and lack of regulations, laws and practices related to occupational safety and health

IMPLEMENTATION & MONITORING

Implementation

- The Ministry's action plan to achieve the future vision for developing the reality of OSH, starting with practical steps
- With regard to setting a national policy that defines the future vision, roles, general responsibilities and strategic objectives of the program. The draft national file and the National OSH Policy have been approved
- With regard to building a national system based on four main pillars
- Promote awareness of the importance of OSH and preventive culture
 - o Build and develop a special website for OSH
 - o Introduce the Prize of OSH leaders for the Private Sector
 - o Use digital channels: Tweets, infographics, etc
 - o Hold various workshops and conferences
 - o Develop and issue guidelines and awareness posters
 - o Hold an annual conference on OSH
 - Improve legislation and regulations in the field of OSH
 - o Develop the Regulation on the Administration of OSH
 - o Develop and prepare technical regulations (scaffolding, personal equipment, etc.)
 - o Develop and prepare non-binding guidelines
 - o Develop technical competency list, training list, etc.
 - o Prepare requirements for employing enterprise for national cadres in OSH
 - o Develop and update the system of penalties / violations
 - o Develop and update compensation / insurance systems
 - o Prepare training and develop OSH requirements for employees in the enterprises
 - Enhance knowledge, resources and capabilities in the field of OSH
 - o programs encouraging enterprises to employ national cadres
 - o Requirements of OSH experts and certification
 - o National training center for OSH
 - o OSH Research Institute
 - o OSH Program in Universities
 - Improve and implement an effective system of inspection, accident recording and investigation and safety investigation
 - o Improve, report and collect OSH statistics
 - o Strengthen OSH inspections
 - o Investigate accidents in OSH
 - o OSH Self-Assessment
 - o Electronic connectivity of work injury data between the relevant authorities

Financing	A budget was allocated for the implementation of the program with support from the senior leadership
Monitoring	<p>Main and sub-performance indicators have been developed to measure the effectiveness of the program in maintaining the safety and health of employees in private sector facilities and building an attractive work environment for national cadres. These indicators are:</p> <p><u>The key performance indicators:</u></p> <ul style="list-style-type: none"> - Proportion of enterprises complying with the OSH system - Rates of diseases and occupational injuries and their causes <p><u>Other indicators:</u></p> <ul style="list-style-type: none"> - The number of unified OSH regulations that have been approved and published for private sector enterprises - The number of enterprises that train their employees in OSH - Number of OSH qualification accredited by the Ministry of Labour and Social Development this indicator is for Saudi - Number of OSH inspection visits
OUTCOMES	
Description of the programme results	<p>This program has two main outputs:</p> <p>Establish a national policy that outlines the future vision, roles, general responsibilities and strategic objectives of the program</p> <p>Build a national system based on four main pillars, namely:</p> <ol style="list-style-type: none"> Promote awareness of the importance of OSH and preventive culture Improve legislation and regulations in the field of OSH Enhance knowledge, resources and capabilities in the field of OSH Improve and implement an effective system of inspection, accident recording and investigation and safety investigation
Main challenges and lessons learnt	<p>There are major factors that must be achieved or this program will not accomplish its strategic goal. These factors are:</p> <ul style="list-style-type: none"> - Adopt a national policy for OSH from top leadership in private sector enterprises - Adopt and support a unified national OSH by stakeholders of private sector enterprises - Develop an integrated and coherent system for collecting data on work-related injuries and occupational diseases and investigating accidents occurring among stakeholders - Cooperate and support stakeholders in the event of an investment request to change or update their systems, regulations, procedures, electronic systems and other matters related to achieving the program outputs
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LINKS FOR FURTHER INFORMATION	
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PALESTINE	
Program Name	The Occupational Safety and Health National Programme
Duration	1/2015-1/2019
Scope	National
Main implementing organization (s)	The Ministry of Labour with its social partners, international and Arab organizations
Relation to OIC Labour Market Strategy	SG 3.1: Ensure Safe and Healthy Workplace
Targeted Sectors	All establishments in different sectors of work subject to the application of labour law and legislation
Main labour market challenge/problem(s) addressed by the program	<ul style="list-style-type: none"> - Low culture of occupational safety and health for workers and employers regarding occupational safety and health measures and requirements. - Lack of documenting and recording accidents, work injuries and occupational diseases.
CONTEXT AND PLANNING	
Rationale	<ul style="list-style-type: none"> - Low application of occupational safety and health measures contained in the Labour Law and its secondary legislation in facilities subject to the Palestinian labour applications. - Low coordination between the relevant authorities in regulating the work environment of our Palestinian facilities regarding implementation of occupational safety and health measures and requirements <p>Accordingly, the program aims at:</p> <ul style="list-style-type: none"> - Promoting and developing occupational safety and health legislation - Strengthening, developing and institutionalizing institutional frameworks to ensure the achievement and enforcement of policies and programs for occupational safety and health - Developing support programs for training and promoting a culture of occupational safety and health, especially in small and micro enterprises. - Developing and enhancing capabilities and potentials, especially those related to occupational health services (preventive and curative) at the national level and establishments.
Policy Design	<p>This program was prepared with technical assistance from the ILO, under the auspices of the Ministry of Labour and the participation of supervisory bodies, representatives of trade unions and employers and civil society organizations related to the organization of the work environment of Palestinian facilities in relation to occupational safety and health measures and requirements. It was approved by all of these bodies, so that the outputs and activities, the authorities responsible for implementing this program, the time period for implementing these activities and the financial cost of implementing them were identified.</p>

IMPLEMENTATION AND MONITORING	
Implementation	The annex of the National Program for Occupational Safety and Health in Palestine clarifies the implementation mechanisms, the outputs and activities intended to be implemented, the authorities responsible for implementing the program, each according to its competence and the financial cost of carrying out the activities
Funding	<ul style="list-style-type: none"> - National resources (General budget of the Palestinian National Authority) - ILO and Arab Labour Organization. - Civil society institutions. - Trade unions representatives and employers.
Monitoring	The performance indicators are explained in the National Programme provided in the link
OUTCOMES	
Description of program results	The most important indicators that have been achieved from the application of partial parts of the national program is the decrease of fatal occupational injuries compared to the years 2015-2018, where fatal injuries decreased by 68% in 2018 if we consider 2015 as the base year.
Main challenges and lessons learnt	<ul style="list-style-type: none"> - Lack of logistical and human capabilities in implementing the activities that came in the national program for occupational safety and health. - Low commitment of the partner agencies to implement their responsibilities in the National Occupational Safety and Health Program.
CONTACT INFORMATION	
Institution	Ministry of Labour
LINKS FOR FURTHER INFORMATION	
Link for the National Programme	

TURKEY	
Program Name	An Integrated Model for the Elimination of Worst Forms of Child Labour (WFCL) in Seasonal Agriculture in Hazelnut Harvesting in Turkey
Duration	1 November 2012- 31 December 2020 <ul style="list-style-type: none"> Phase I / November 2012- June 2015 Phase II / July 2015 – June 2018 Phase III / July 2018 – December 2020
Scope	Project Sites: Ordu, Düzce, Sakarya and Şanlıurfa provinces. The overall objective of this project is to contribute to the elimination of WFCL in seasonal agriculture in line with the National Employment Strategy (2014-2023) and the National Programme on the Elimination of Child Labour (2017-2023).
Lead implementing organization(s)	Implemented jointly by the Ministry of Family, Labour and Social Services (MoFLSS) and the International Labour Organization (ILO)
Relation to OIC Labour Market Strategy	SG 3.2: Widen Social Protection Measures for All SG 3.4: Eliminate Child and Forced Labour SG 3.5: Reduce Informal Employment and Promote Decent Work
Targeted sectors	Seasonal Agriculture in Hazelnut Harvesting in Turkey
Main labour market challenge/problem(s) addressed by the program	The main problem addressed by this project is elimination of WFCL in seasonal agriculture.
CONTEXT & PLANNING	
Rationale	<p>Turkey is among the first six countries to join the International Programme on the Elimination of Child Labour (IPEC) initiated by the ILO in 1992. In this regard, a MoU was signed with the ILO, and the programme support provided by ILO-IPEC in consistency with the country policies and goals. Since then, Turkey has been effective in the elimination of child labour and made significant progress. Turkey also ratified the ILO Minimum Age Convention (No.138) and ILO Worst Forms of Child Labour Convention (No.182) in 1998 and 2001 respectively. In order to translate political commitment into action, National Time Bound Policy and Programme Framework (TBPPF) for the Elimination of WFCL (2005-2015) was put in place with the ILO's technical support. As the update of the TBPPF, the National Programme on the Elimination of Child Labour (2017-2023) was prepared. This programme identifies street work, heavy and hazardous work in SMEs and mobile and seasonal agricultural work except for family businesses as WFCL and, thus, priority areas. Similarly, National Employment Strategy (2014-2023) targets elimination of child labour including in seasonal agriculture sector.</p> <p>Turkish Statistical Institute (TurkStat) conducted Child Labour Force Surveys in 1994, 1999, 2006 and 2012. According to the results of 2012 Survey, 893 thousand children in the age group of 6-17, which account for 5.9 % of total child population, were engaged in economic activity. 44.7 % of those children (399 thousand) were engaged in economic activity in agriculture sector.</p> <p>Seasonal agricultural workers mostly move from place to place with their families. The nature of seasonal agricultural work exposes families to various types of risks to which children are the most vulnerable. For economic and social reasons,</p>

	<p>children of adult seasonal agricultural workers usually accompany their parents and engage in work that is unsuitable for their age. During peak work periods, children do not go to school regularly, fall behind in their classes, and are unable to make up for this absence once return to school.</p>
Policy design	<p>The project is designed to contribute to the elimination of WFCL in seasonal agriculture in line with the Government's strategy drawn by the National Employment Strategy (2014-2023) and the National Programme on the Elimination of Child Labour (2017-2023) which define needs and priorities. The project is built on the experiences of the ILO and the MoFLSS on the elimination of child labour since the initiation of interventions for tackling child labour in Turkey in 1992 as well as the technical expertise of the ILO for supporting the implementation of labour standards set by Conventions. As the project has the public-private partnership modality, both public and private sector actors as well as social partners and local actors were consulted for the design. The project sets specific objectives and targets under the components of capacity building, direct intervention and awareness raising.</p>
IMPLEMENTATION & MONITORING	
Implementation	<p>The project aims to withdraw and/or prevent children from work in seasonal hazelnut agriculture in targeted provinces through capacity building of national and local institutions in combating child labour; and develop prevention, withdrawal, monitoring models and partnerships including public/private partnerships (PPP) while contributing a sustainable policy making process at national level. In this respect, the project focuses on three components: capacity building, direct intervention and awareness raising.</p> <p>The project is implemented in collaboration with public institutions at national and local level as well as private sector actors with the use of meetings, workshops, trainings and events under respective components. National and local public institutions specifically the MoFLSS, the Ministry of National Education, Province/District Governorates and relevant Province/District Directorates and private sector namely hazelnut producer companies are involved and collaborated for</p> <ul style="list-style-type: none"> - implementation of activities such as stakeholders meetings/workshops for the implementation of relevant policy documents, trainings for child labour monitoring activities, trainings for social support staff of hazelnut producer companies, legislative gap analysis (capacity building); - identification, referral and rehabilitation mechanism in order to provide children at-risk or engaged in work in seasonal agriculture with education services; provision of training/counselling for seasonal agricultural worker families, agriculture intermediaries and garden owners (direct intervention); - organization of events/seminars for national and local stakeholders and the public and dissemination of visual materials (awareness raising). <p>Referred actors collaborated are involved in activities with their human resources capacities and mobilize financial resources for different activities at different levels.</p>
Financing	<p>This project is financially supported by:</p> <p>Association of Chocolate, Biscuit and Confectionery Industries of Europe (CAOBISCO): 1,569,000 EUR</p> <p>The Kingdom of Netherlands: 720,000 EUR</p> <p>Total: 2,289,000 EUR</p>

Monitoring	The project is monitored through regular field visits, Project Steering Committee Meetings, Multi-stakeholder field visit in each harvesting season as well as internal and independent evaluations and yearly progress reports.
OUTCOMES	
Description of the programme results	<p>The project has been initialized in Central and Perşembe districts of Ordu province in 2013. Following a successful project period, the project site has been enlarged to Fatsa and Ünye districts of Ordu in 2014. Based on the lessons learnt, the project is extended with second phase (2015-2017) covering Sakarya, Düzce and Şanlıurfa provinces in addition to Ordu. For the period of 2018-2020, Phase III is initiated to ensure broader policy advocacy and awareness raising with the aim of supporting the efficient implementation of developed policies.</p> <ul style="list-style-type: none"> - The capacity of national and local institutions has been improved in planning, managing, coordinating, monitoring and implementing activities for the elimination of WFCL in seasonal hazelnut agriculture through regular meetings and maintaining close collaboration with key institutions at national and local level. Development of a comprehensive policy on the ground has been contributed in particular with support to the development and efficient implementation of three policy documents namely “National Programme on the Elimination of Child Labour (2017-2023)” issued by the Ministry of Family, Labour and Social Services (MoFLSS), “Circular (2017/6) on Seasonal Agricultural Workers” issued by the Prime Ministry, and “Circular (2016/5) on Access to Education of Children of Seasonal Agricultural Workers and Nomadic or Semi-Nomadic People” issued by the Ministry of National Education (MoNE). - Direct support mechanism towards all actors of harvesting process- children, families, intermediaries and garden owners has been established and implemented for effective identification, withdrawal and prevention. In this respect, over 5,000 children have been provided with education activities as well as social activities in target project sites during the hazelnut harvesting seasons in collaboration with the Governorates, District Governorates and Provincial/District Directorates of National Education. In complementing the direct support mechanism, over 5,000 seasonal agricultural families, 360 agricultural intermediaries and 1,385 hazelnut garden owners have also been provided with training/counselling services since the hazelnut harvesting season of 2013. - Awareness raising strategy targets national and local stakeholders, all actors of the harvesting process, the public and the media, in order to enhance advocacy, public awareness and policy dialogue. “Pikolo I: Growing to a better future” and “Pikolo II: One year older” documentaries produced within the framework of the first phase of the project were screened in various occasions as awareness raising tools. Local, national as well as international events including a panel discussion in Brussels hosted by the Permanent Representation of the Kingdom of the Netherlands to the EU and launching a booth by CAOBISCO in the 10th European Regional Meeting (ERM) of the International Labour Organization (ILO) in İstanbul have taken place. Additionally, the ILO and the MoFLSS have jointly organized a launching event within the context of a Prime Ministry Circular on the effective implementation of the National Programme on the Elimination of Child Labour (2017-2023) and declaration of 2018 as the Year to Combat Child Labour. In the event held under the auspices of the First

	Lady Emine Erdoğan, relevant ministries, social partners and the ILO Office for Turkey have signed a joint Declaration on Combatting Child Labour.
Main challenges and lessons learnt	<p>Main challenge is child labour, which negatively affects the mental, physical, psychological and generally the social development of the child, being still one of the most important problems in the global and national scale. Children often fail to attend school or leave the compulsory education and thus lack the necessary qualifications for their future working lives. Child labour in seasonal agriculture is a cross-cutting issue which constitutes a complex characteristic requiring the involvement of a number of actors at different levels and comprehensive intervention for sustainability. Apart from root causes such as poverty, traditional approach to the acceptance of child labour by seasonal agricultural families and other actors of harvesting process.</p> <p>In order to overcome such challenges, the project utilized a multi-sectoral approach by involving key stakeholders (public-private) in the entire implementation process which contributes to local and national ownership and commitment for the elimination of child labour in seasonal agriculture as well as demonstrating a model and supporting development and implementation of national policies for sustainability. Strategic intervention model requires undertaking a holistic approach targeting children together with seasonal agricultural families, agriculture intermediaries and garden owners. Effective identification and referral activities as well as education, counselling and rehabilitation services are also key for effective withdrawal and prevention.</p>
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LINKS FOR FURTHER INFORMATION	
https://www.ilo.org/ankara/projects/child-labour/lang--en/index.htm https://www.youtube.com/watch?v=SQ0ZKWAU-k8 https://www.youtube.com/watch?v=sYmlzmA603U	

Thematic Area 4: Promoting Labour Productivity

MALAYSIA	
Program Name	Improving the Effectiveness of TalentCorp's Initiatives: Assessment of Returning Expert Programme & Residence Pass - Talent
Duration	2011 to present
Scope	Malaysian professionals who return to Malaysia from abroad and skilled expatriates to work in Malaysia under Returning Expert Programme (REP) and Residence Pass-Talent (RP-T).
Lead implementing organization(s)	Talent Corporation Malaysia Berhad and World Bank
Relation to OIC Labour Market Strategy	SG 4.1: Effectively Utilize Existing Capacities
Targeted sectors	Professional, Scientific and Technical Services; Financial and Insurance/Takaful Activities; Mining and Quarrying; Human Health and Social Work Activities; and Manufacturing
Main labour market challenge/problem(s) addressed by the program	<p>The impact evaluation of the REP, which offers certain services and fiscal incentives to the approved Malaysian professionals who return to Malaysia to work, investigates two guiding questions:</p> <ol style="list-style-type: none"> 1- Whether the program affects the return decision of Malaysian professionals living abroad; and 2- Whether the program is cost-effective. <p>The assessment of the RP-T program, which allows skilled expatriates to work in Malaysia and offers them a set of benefits, answers two guiding questions:</p> <ol style="list-style-type: none"> 1- Whether the beneficiaries of the program are genuinely talented expatriates who potentially fill skill gaps in Malaysia; and 2- Whether the selection process can be streamlined to be more effective.
CONTEXT & PLANNING	
Rationale	<p><u>An impact evaluation of the REP:</u> In the case of the REP impact evaluation, the data available and the application process allow for the use of a methodology that establishes a causal relationship between the program and the outcomes observed. In other words, the results obtained establish whether the program affected (or caused) the decision of highly skilled/educated Malaysians to return to Malaysia.</p> <p><u>An assessment of the RP-T program:</u> The application process and data available for the RP-T program limited the empirical techniques that can be used to assess the program. It is not possible to measure whether the program caused talent to apply to the program because of the way data were collected and the program was administered. The empirical technique used cannot discard other factors outside the program that contributed to people's decision to apply. However, the analysis is able to assess whether the current selection system correctly accepts highly skilled expatriates or not and also what factors within the selection process most accurately predict whether the expatriates is highly skilled or not.</p>

Policy design	<p>In the 2001 Budget, the Minister of Finance announced various measures designed to enable the creation of a Malaysian world class workforce. One of the measures proposed was to encourage Malaysians abroad in selected fields important to the nation, to return and work in Malaysia. Thus, the 'Returning Expert Programme' (REP) was introduced on 1 January 2001 with a list of incentives that may be revised from time to time. Effective 1 January 2011, the REP was placed under the purview of Talent Corporation Malaysia Berhad (TalentCorp) with the aim to facilitate the return of Malaysian experts overseas to participate in the many business and professional opportunities in Malaysia. More details, please visit https://rep.talentcorp.com.my/.</p> <p>The Residence Pass-Talent (RP-T) was introduced with the aim of facilitating the entry and stay of selected foreign talent with the skill-sets and expertise in the key sectors in Malaysia. Effective 1 April 2011, the RP-T was placed under the purview of Talent Corporation Malaysia Berhad, which was formed to formulate and facilitate initiatives that address the talent needs of Malaysia's economic transformation. More details, please visit https://rpt.talentcorp.com.my/.</p>
IMPLEMENTATION & MONITORING	
Implementation	<p>The main activities completed were as follows:</p> <ol style="list-style-type: none"> 1. Creation of a platform to identify and monitor local labour market conditions and human capital/talent needs; 2. Creation of a profile of the Malaysian diaspora living abroad; 3. Creation and implementation of two surveys—both surveys focused on gauging the attractiveness of working in Malaysia and were targeted at the Malaysian diaspora and foreign talent living in Malaysia; 4. An impact evaluation of the REP, which aims to facilitate highly skilled members of the Malaysian professionals abroad back to Malaysia; and 5. An assessment of the effectiveness of the RP-T Program, which aims to retain foreign talent in Malaysia. <p>For the REP, applicants have to first fulfill the following criteria:</p> <ul style="list-style-type: none"> - Is a Malaysian citizen - Is currently residing abroad and has been employed abroad continuously for a minimum of three years at the time of REP application - Has not earned employment income in Malaysia continuously for a minimum of three years prior to REP application - Does not hold any outstanding scholarship bond or loan with the Malaysian Government and its agencies <p>For the RP-T, applicants have to first fulfill the following criteria:</p> <ul style="list-style-type: none"> - Has worked in Malaysia for at least 3 years minimum. - Holds a valid Employment Pass with more than 3 months validity at the time of application. - Earns a basic monthly salary of RM15,000 which excludes any allowances and/or bonuses. - Has a Malaysian income tax file number and has paid income tax for at least 2 years. - Holds a PhD/Master's/Bachelor's Degree or Diploma in any discipline from a recognised university or a professional/competency certificate from a recognised professional institute. - Possesses at least 5 years of total work experience.
Financing	<p>For REP, the financing is from the national sources via key stakeholders that manage the claims and benefits of this program such as Inland Revenue Board (IRB), Tax Analysis Division of the Ministry of Finance (MoF), Immigration Department of Malaysia and Royal Malaysian Customs Department.</p>

Monitoring	The numbers of approvals for REP and RP-T are being monitored based on current economic situation and demand from the industries and decided by the technical committees which represented by the key stakeholders.
OUTCOMES	
Description of the programme results	<p>For REP, the number of approvals is more than 5,024 from 2011 to 2018. The top 5 sub- sectors include oil, gas & energy, financial services, professional services, communications content & infrastructure and healthcare with top 5 reasons of returning include family, work, lifestyle, food, and climate.</p> <p>For RP-T, more than 90 % successful applicants possess over 10 years of global working experience as these are C-suites and top management. The top 5 sectors include business services, oil, gas & energy, communication content & infrastructure, education, and financial services.</p>
Main challenges and lessons learnt	<p>Overall, the analysis concludes that both REP and RP-T are successfully attracting individuals who are filling some of Malaysia's skill gaps; moreover, these individuals tend to earn a wage premium in the labour market, which is further evidence of their value to employers in terms of experience and expertise. The analysis also revealed a set of lessons and policy implications for consideration that could improve the effectiveness of both programs in the future.</p> <p><u>Connecting talent (in-country and abroad) to job opportunities in Malaysia:</u> Both Malaysian and foreign talents are highly mobile and responsive to job opportunities. As such, to improve the effectiveness of TalentCorp's programs, there needs to be a greater and improved focus on connecting talent to attractive job opportunities by tackling information barriers and facilitating interactions between applicants and recruiters.</p> <p><u>Developing a common platform to identify and monitor skills shortages:</u> While both the REP and RP-T programs have achieved positive results so far, they would benefit from the development of a common platform to identify skills shortages.</p> <p><u>Meeting broader family needs:</u> International experience shows that countries successful in attracting talent adopt measures to ensure that the needs of talents' families are met. As such, TalentCorp should facilitate the integration of approved applicants' family members into the Malaysian labour force and society more broadly; in other words, they should ensure that the benefits allotted to returning families or foreigners actually translate into full integration into Malaysian society/</p>
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LINKS FOR FURTHER INFORMATION	
World Bank. (2015). <i>Improving the Effectiveness of TalentCorp's Initiatives: Assessment of Returning Expert Programme & Residence Pass – Talent</i> . Available at: https://bit.ly/32R52p8	

Thematic Area 5: Reducing Unemployment

AZERBAIJAN	
Program Name	Self-employment Programme
Duration	2016 - ongoing
Scope	National
Lead implementing organization(s)	Ministry of Labour and Social Protection of Population of the Republic of Azerbaijan
Relation to OIC Labour Market Strategy	SG 5.1: Widen active labour market policies for reducing unemployment
Targeted sectors	Agriculture, service and manufacturing
Main labour market challenge/problem(s) addressed by the program	Self-employment program opens a qualitatively new stage in the state employment policy, providing opportunities for the unemployed to establish family businesses, to have their own farms, to increase their income via self-employment, and finally, to create new jobs in the country and to develop small and medium-size businesses, which are crucial for the economy.
CONTEXT & PLANNING	
Rationale	For the purpose of strengthening social protection and improving living standards of socially vulnerable groups of the population, especially low-income families, the government launched the transition from the traditional "passive" policy measures (grants and benefits) to the "active" policy measures (the integration of socially vulnerable groups to the labour market). Expansion of such active measures will contribute to reducing unemployment, increasing the collection of taxes, creating additional values and promoting entrepreneurship and entrepreneurial skills.
Policy design	It was all started by the Decree of the President of the Republic of Azerbaijan 'On Additional Measures to Ensure the Self-Employment of the Population' dated of April 7, 2016. Additionally, it was followed by the Laws "On unemployment insurance" (dated 30th of June 2017), which formed its financing mechanisms, and "On employment" (dated 29th of June 2018), which confirmed its purpose and principles. Also, it is one of the priority areas in the "Employment Strategy of the Republic of Azerbaijan (2019-2030)".
IMPLEMENTATION & MONITORING	
Implementation	<p><i>1. Selection of trainers and organization of trainings</i> – "self-employment" participants are trained to prepare business plans and business development and management, successful implementation of their businesses, and other factors that lay down favourable conditions for small and medium entrepreneurship.</p> <p><i>2. Selection of participants</i> - Persons who are registered as unemployed in the State Employment Service are selected.</p>

	<p><i>3. Training of participants and preparation of business plans</i>- Participants are encouraged to take 40 hours of training in the "Start your own business and improve" training in accordance with the ILO methodology.</p> <p><i>4. Presentation and approval of business plans</i> - The business plans prepared by the participants are evaluated and approved at the end of training.</p> <p><i>5. Asset provision</i> - Business plans are funded in kind. In accordance with the chosen business direction, the relevant assets are transferred to the participant for two years.</p> <p><i>6. Support and monitoring of business plan implementation</i> - From the beginning of the implementation of business plans, the whole process is regularly monitored by representatives of local, regional employment centres. Furthermore, they give relevant consultations on successful business administration or management.</p> <p><i>7. In the case that the participant's business is successful, assets are transferred to the ownership of the participant.</i></p>
Financing	Initially, it was financed by the Reserve Fund of the President of the Republic of Azerbaijan. However, currently it is financed by the Unemployment Insurance Fund, which allocated more than half of its budget in 2018 to this particular programme.
Monitoring	Centre for Economic Reforms Analysis and Communication annually carries out monitoring and evaluation of the self-employment programme and reports the results to the President of the Republic of Azerbaijan.
OUTCOMES	
Description of the programme results	One of the key components of the self-employment programme is the gradual replacement of targeted social assistance by the creation of new jobs. Around 20,000 people benefit from the programme at the moment and it aims to provide employment for about 10,000 job seekers per year. As a result, the number of entrepreneurs increases, and the targeted social assistance receivers and those living in the poverty are reintegrated to the labour market.
Main challenges and lessons learnt	1. Ensuring targeting; 2. Conducting regular monitoring; and 3. In order to start business activities, participants are provided with assets not in the form of cash, but in kind (material, equipment and other assets in accordance with the chosen self-employment direction).
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CAMEROON	
Program Name	Women and Youth Employment Programme
Duration	Started before 2016
Scope	All women and young people in Cameroon without discrimination
Lead implementing organization(s)	Several ministerial departments and administrations are involved: Ministry of Labour and Social Security, Ministry of Social Affairs, Ministry of Youth and Civic Education, Ministry of Finance, Ministry for the Advancement of Women and the Family, Ministry of Employment and Vocational Training, Ministry of the Economy, Planning and Regional Development, Ministry of Agriculture and Rural Development, National Institute of Statistics, etc.
Relation to OIC Labour Market Strategy	SG 5.3: Design special programmes to help reduce youth and female unemployment
Targeted sectors	Public and private sectors and informal sector
Main labour market challenge/problem(s) addressed by the program	Reduce youth and female unemployment
CONTEXT & PLANNING	
Rationale	Cameroon has put in place a large number of programmes to reduce youth and women's unemployment and protect women's rights. These programmes are in line with national, regional and international action plans and resolutions, such as SDGs, African Union's Ouaga+10 plan of action; the resolutions of the 4 th Islamic Conferences of Labour Ministers; the resolutions of the African Union Specialized Technical Committee on Social Development, Labour and Employment; and the Cameroon Growth and Employment Strategy Paper.
Policy design	An MoU has been signed between the Government of Cameroon and the ILO since 2014-2019 on the implementation of the Decent Work Country Programme, which is based on three priorities, including the promotion of income-generating activities for young people, women and vulnerable groups. Also noteworthy is the recruitment of young people into the Cameroonian civil service as well as the Government's implementation of the Three-Year Youth Emergency Plan for Youth. In addition, several programmes have been put in action by the Government in various ministerial departments to promote youth employment in the informal sector. At the Ministry for the Advancement of Women and Family, programmes have been implemented to address women's unemployment. We might also add that the National Employment Fund, an institution aiming to prevent youth unemployment, has been in existence for many years. A needs assessment has indeed been carried out in the various project and programme documents available in the ministerial departments.
IMPLEMENTATION & MONITORING	
Implementation	For the civil service in Cameroon, priority is given to young people of both sexes with an emphasis on the recruitment of women. Examinations are organized for the recruitment of young people in the public sector. These young people undergo training in the various training schools according to their field of specialization (administration,

4. Case Studies on Best Practices and Lessons Learnt

	education, medicine, sport, diplomacy, etc.). With regard to programmes for the promotion of income-generating activities in the informal sector, young people are called upon to develop projects they must submit to the competent authorities, which then grant them refundable or non-refundable financing (depending on the programmes). Development partners (international institutions) also finance this type of projects depending on the area of activity.
Financing	The programmes and projects are financed mainly by the Government of Cameroon. Some programmes and projects are also financed by some NGOs and international organizations.
Monitoring	<i>Not provided</i>
OUTCOMES	
Description of the programme results	<ul style="list-style-type: none"> - The objectives are being achieved to the extent that young people and women have been recruited into the civil service, in that funding has been granted to young people and women through projects and programmes in the informal sector with a view to promoting income-generating activities, and the National Employment Fund has also contributed to integrating young people into the employment circuit, hence reducing their vulnerability to unemployment. Many young people and women have thus been able to take advantage of the job opportunities provided or created micro-enterprises. - The success of this programme lies in the search for sustainable solutions to reduce youth and women's unemployment, involving a multiplicity of initiatives and activities. The strengths of the programme are related to mainstreaming the challenges of combating unemployment, the willingness of the Government to address the problem of reducing youth and women unemployment in Cameroon, despite limited resources. - The target population was reached through multifaceted raising of awareness and training workshops, capacity building of stakeholder, as well as calls for applications. - The short and medium-term implications are related to the reduction of the unemployment rate in Cameroon. Thus, young people will also be less tempted by scourges such as illegal immigration, prostitution, theft, banditry, vandalism, etc.
Main challenges and lessons learnt	The weaknesses of this programme are based on the inadequacy of funding (allocated budgets) for the integration of the largest number of young people and women facing unemployment, the inadequacy of the mechanisms in place to integrate young people and women from the different remote regions or regions affected by the security crisis (North-West and South-West and the far North), as well as young people from the rural world. Another weakness is the inadequacy of statistics in this area.
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PALESTINE	
Program Name	Project Program for Self-employment and Entrepreneurship Opportunities for Young Men and Women, Unskilled Workers and Crafts Workers
Duration	9/2018 – 9/2023
Scope	A national program that includes (West Bank and Gaza Strip) targeting all 426,000 unemployed (according to the Central Bureau of Statistics 2019).
Main implementing organization (s)	The Palestinian Fund for Employment and Social Protection of Workers, in cooperation with the Bank of Palestine
Relation to OIC Labour Market Strategy	SG 5.2: Implement policies to enhance job creation SG 5.3: Design special programmes to reduce youth and female unemployment
Targeted Sectors	All economic sectors (services, agriculture, tourism, industry)
Main labour market challenge/problem(s) addressed by the program	High unemployment rate among youth/graduates
CONTEXT AND PLANNING	
Rationale	<p>Weakness in the Palestinian economy and high unemployment rates as a result of the political conditions and the procedures adopted against the Palestinian people have led to deterioration in the local market and a weak economic development. According to the World Bank (2018), the economy in the Palestinian territories is collapsing, especially in the Gaza Strip as a result of the blockade imposed for a decade, which led to drying up the liquidity recently, as aid flows are not enough to stimulate economic growth, resulting in a serious economic situation where severe poverty and unemployment rates among the youth category exceeded 70%.</p> <p>As the statistics issued by the PCSB for the year 2019 indicated that the unemployment rate in Palestine increased to 31%, with 52% in the Gaza Strip, compared to 17.6% in the West Bank. This program is initiated in order to support young people/graduates in marginalized groups by creating job opportunities and small and micro development projects. It provides a low interest rate lending and technical support services, including training.</p>
Policy Design	<p>According to the strategic directions of the Palestinian Fund for Employment and Adaptation to the National Employment Plan and the directions of the Palestinian government to reduce unemployment, provide sustainable employment opportunities for young people, and empower young people to create match between education outcomes and the needs of the labour market, the main implementing organizations in collaboration with other active partners in the employment and training councils, local professional in technical education, and the private sector and workers' representatives set up this programme.</p> <p>The program is to provide technical and business development services to those wishing to establish their own projects or develop their existing projects, and to qualify them for low-cost loans and competition in the Palestinian market for small and micro projects.</p>

IMPLEMENTATION AND MONITORING	
Implementation	<p>The Palestinian Fund for Employment delivers two types of services:</p> <p><i>Technical services</i>, which are business development services for entrepreneurs and owners of existing small projects and who has the desire to set up small and micro self-employment projects with the aim of developing business, training and qualifying the applicant to prepare a feasibility study for his/her project to reach financing.</p> <p><i>Funding services</i> or financial services provided directly or indirectly by providing financial portfolios to support ideas and self-employment projects in all sectors and for all categories</p>
Funding	<p>Financing from the Bank of Palestine (\$50 million) with the Palestinian Ministry of Finance and Planning's guarantee of all loans granted at 20% of the nonperforming loans granted</p>
Monitoring	<p>Key performance indicators in the program:</p> <ul style="list-style-type: none"> - Proportion of females and persons with disabilities from loans granted. - Participation rate of unemployed persons. - Unemployment rate by the Palestinian Central Bureau of Statistics. - Proportional increase in awareness and demand of workers, employees and employers of their rights and the standards of decent work - Proportion of young men and women who received consulting and training and were involved in business. - Proportion of those who graduated from training courses and self-employment programs and found work in the local market or abroad
OUTCOMES	
Description of program results	<p>Primary objectives of the programme:</p> <ul style="list-style-type: none"> - Contributing to reduce high unemployment among graduates. - Integrating new graduates into the Palestinian labour market - Establishing and spreading a culture of self-employment and encouraging creativity and innovation among youth. - Supporting and raising the level of efficiency of small, medium and entrepreneurial projects. - Motivating the emergence of projects that are based on creative ideas and which have a chance of surviving and growth. - Encouraging the use of modern technology in emerging projects, increasing production and developing and stimulating economic growth. - Contributing to upgrade the skills of the youth workforce in order to increase its competitiveness in the local and regional labour markets. <p>The project is in process since approximately one year, and up to this point it has made progress with some of its goals, from integrating graduates into the job market, raising project efficiency through training and consulting, motivating young people to think creatively and other goals.</p> <p>The success of the project lies in all activities that have been practiced, such as training and workshops related to encouraging individuals to engage in the labour market, especially marginalized women and persons with disabilities, and developing the skills of graduate individuals.</p> <p>Promoting social dialogue with partners on decent work-related employment issues, reduce informal employment, child labour and other issues, and</p>

	<p>provide employment services in business centres across governorates, career counselling and vocational training.</p> <p>Registering unemployed persons in an electronic portal and giving them information about supply and demand in the labour market.</p> <p>It has been noticed through the implementation that approximately 41% of the women who support their families applied to benefit and obtain services from the program. This led to stability of families by lessening their financial burden. The participation of at least 2-3 family members working within the project also lead to the expansion and development of these projects and contributes to integrating the largest number of unemployed persons, and thus reduce unemployment rates and revive the Palestinian local economy.</p>
Main challenges and lessons learnt	<p>Strengths of the programme</p> <ul style="list-style-type: none"> - Targeting all segments of the Palestinian society, as well as all sectors without affecting the environment and contradicting the laws and regulations. - The program supports loans with a 5% interest rate, which is considered the lowest in Palestine and a grace period, depending on the nature of the project. - Technical services, technical support and follow-up of projects as well as guiding individuals and providing them with skills that enable them to manage their projects. <p>Weaknesses</p> <ul style="list-style-type: none"> - The program targets the 20-40 age group. While studying the market, more flexibility was necessary regarding the age group. - Guarantees are limited to the bank providing the financing <p>As for the challenges</p> <ul style="list-style-type: none"> - The difficulty of importing some required equipment and tools, as well as goods, due to the frequent closures of crossings and restrictions imposed on import and export. - The saturation of the local community with some imported products and the difficulty of exporting the local products. - The somewhat difficult and collapsing economic situation, which discourages and does not prepare individuals for the risk of undertaking new projects. <p>Among the lessons learnt from the programme</p> <ul style="list-style-type: none"> - Financing small and micro projects is considered one of the most important tools that help in advancing the economic development. - Activating and sharing the role of women and persons with disabilities. - All economic sectors need urgent intervention, and the local market needs such interventions.
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Cross-Cutting Programs

TURKEY	
Program Name	Establishing and Operating Quality-assured National Qualifications System
Scope	National
Lead implementing organization(s)	Ministry of Family, Labour and Social Services / Vocational Qualifications Authority
Relation to OIC Labour Market Strategy	SG 1.1: Improve Labour Market Prospects and Outcomes SG 1.2: Promote Skills Development matching Labour Market Needs SG 3.1: Ensure Safe and Healthy Workplace SG 4.2: Support Skills Development through Workplace and Life-long Learning
Targeted sectors	27 different sectors
Main labour market challenge/problem(s) addressed by the program	Establishing and operating a quality-assured National Qualifications System which describes and recognizes the qualifications in cooperation with the stakeholders
CONTEXT & PLANNING	
Rationale	<ul style="list-style-type: none"> - Ensuring the provision of formal and non-formal vocational education and training according to labour market needs, - Supporting lifelong learning, strengthening the relation between education and employment - Facilitating harmonisation with the European Qualifications Framework
Policy design	<p>Sector committees are designed as tri-partite structures that review the drafts and make suggestions for the verification of NOSs and NQs developed by the organizations assigned by VQA, as well as build opinions to be presented to the Executive Board. Since these committees are comprised of representatives from public bodies, workers' and employers' organisations and professional organisations, they reflect the needs of the market to the studies conducted.</p> <p>Furthermore, the studies related to Turkish Qualifications Framework (TQF) which is Turkey's national qualifications framework displaying all qualifications gained through vocational, general and academic programs including primary, secondary and higher education or other learning environments are managed by TQF Managerial Bodies (TQF Coordination Council, TQF Council and TQF Consultation Committee). TQF Council and TQF Coordination Council are composed of representatives from the related public bodies and organisations on skills and qualifications and make decisions/conduct studies in a participatory basis. Also, in TQF Consultation Committee 97 different institutions/bodies are represented.</p>
IMPLEMENTATION	
Implementation	National Qualifications System (NQS) is an independent, transparent and quality assured system which fosters the right relationship between education and employment; forms an infrastructure for

	<p>international comparability; facilitates access to qualified labour; ensures validity, reliability and transparency in the evaluation of vocational qualifications; further paves the way for improvement and supports career mobility; recognizes previous learning; increases employment, productivity and national competitiveness.</p> <p>The basic components of NQS are National Occupational Standards, National Qualifications, Testing, Assessment and Certification Activities and Turkish Qualifications Framework.</p> <p>National Occupational Standards are documents agreed by the business and education world, which prescribe the necessary knowledge, skills and behaviours for the successful performance of a profession, provide input to vocational education and lay down the criteria to be employed for determining vocational qualifications. NOS are published in the Official Gazette. The other component of the system, National Qualifications are technical documents based on National Occupational Standards, prescribing the knowledge, skills and competence which must be possessed by an individual and used for learning and assessment purposes.</p> <p>Testing and certification activities are conducted based on national qualifications by the certification bodies which are accredited by TÜRKA and authorised by VQA based on specific criteria. Through the communiques published by Ministry of Family, Labour and Social Services, for 143 occupations among 161 occupations on heavy and dangerous works for which the wage scales are defined by Council of Ministers, VQA Vocational Qualification Certificate become compulsory. Individuals who wants to work in the related occupations shall have their VQA Certificates in <u>12 months</u> after the publish date of the communiques. Mastership Certificates holders, Individuals who graduated from vocational and technical education schools, individuals who graduated from schools and departments of universities that give vocational and technical education are exempt from VQA Compulsory Certification.</p> <p>As per the Recommendation of the European Parliament and the Council of Europe, VQA was assigned as the National Coordination Point and has represented our country in the EQF Advisory Group since December of 2008. VQA was also assigned as the National Europass Centre of Turkey on 28th of July 2008 as per the Recommendation of the European Parliament and the Council of Europe numbered 2241/2004/EC.</p>
Financing	<ul style="list-style-type: none"> - National sources - VQA co-financed EU projects.
OUTCOMES	
Description of the programme results	<ul style="list-style-type: none"> - The number of national occupational standards published in the Official Gazette has been 842. - The number of the qualifications that has been approved is 485. - The number of authorised certification bodies has been 215. Through the exams realized by these certification bodies, 892.064 individuals have been issued VQA Vocational Qualifications Certificate. - For 143 occupations on heavy and dangerous works for which VQA Vocational Qualification Certificate became mandatory through the

	<p>communiques published by Ministry of Family, Labour and Social Services.</p> <p>For the occupations for which VQA Certificates are compulsory the certificate cost and half of the testing and assessment costs are compensated by Unemployment Fund between <u>01.01.2018 – 31.12.2019</u></p> <ul style="list-style-type: none"> - The implementation studies related to TQF which is referenced to European Qualifications Framework is ongoing. Within the context of these studies, the fundamental documents for the implementation of TQF are being prepared under the coordination of VQA and under the management of TQF managerial bodies. Also, within the context of the studies related to National Qualifications Database, the total number of qualifications which are included in database and made accessible for all parties on the related web site has reached to 17.354. - Within the context of National Europass Centre activities, 7.686.162 Europass certificate (Europass CV, Language Passport, Mobility Document, Diploma Supplement and Certificate Supplement) is issued in total in order to help individuals express their knowledge, skills and competences more easily and facilitating citizens' access to job and education opportunities throughout the EU. - "Implementation of Turkish Qualifications System and Turkish Qualifications Framework Operation (TUYEP)" Project which is financed under IPA-II Period (2014-2020) was initiated. The implementation of service component which is one of the components of TUYEP was started. 'The VOC-Test-III Grant Scheme' component of TUYEP which supports the establishment of new authorized certification bodies and preparation of national occupational standards and national qualifications is expected to be completed by the end of 2019. The suspension decision of the second grant component of TUYEP, 'Direct Grant for Certification-II' which aims to provide qualified work force to Labour market by encouraging individuals to have VQA certificates through compensating their certification costs is still in effect.
Main challenges and lessons learnt	<p>The strengths of National Qualifications System are active participation and support of all the stakeholders in all stages of the studies and the institutional and administrative capacity of VQA.</p>
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QATAR	
Program Name	Strengthening the Wage Protection System
Duration	September 2013 - ongoing
Scope	Local, employers and workers, private sector's companies
Lead implementing organization(s)	Ministry of Administrative Development, Labour and Social Affairs; Qatar Central Bank
Relation to OIC Labour Market Strategy	Improving the prospects and the results of the labour market (SG 1.1; 2.4; 3.2; 3.5; 4.4; 5.2)
Targeted sectors	All active economic sectors in the country
Main labour market challenge/problem(s) addressed by the program	Securing the necessary needs for workers to live at an adequate human level. It will also emphasize the commitment of the State of Qatar to raise social standards in line with its economic strength, and this step will contribute to investment in the most skilled and productive workforce.
CONTEXT & PLANNING	
Rationale	Wages Protection System is a comprehensive electronic system to monitor and document the process of paying workers 'wages in establishments subject to the Labour Law, with the aim of ensuring commitment of employers to pay wages regularly at the specified dates in accordance with the rules and conditions stipulated by the Labour Law.
Policy design	<p>In September 2013, a team was formed to prepare study on the implementation of the wage protection system in cooperation between the Ministry of Administrative Development, Labour and Social Affairs (formerly the Ministry of Labour and Social Affairs) and the Qatar Central Bank. Based on the recommendations of the study, following actions were taken:</p> <p>The issuance of Emiri Resolution No. (29)/2014 amending the organizational structure of the Ministry of Labour and Social Affairs and amending the terms of reference of the Labour Inspection Administration.</p> <p>The issuance of Minister of Labour and Social Affairs Decision No. (19)/2014 establishing the Wages Protection Division in Labour Inspection Department, to take actions against non-complying employer.</p> <p>Law No. (1)/2015 was issued to amend some provisions of the Labour Law issued by Law No. (14)/2004</p>
IMPLEMENTATION & MONITORING	
Implementation	<ul style="list-style-type: none"> - Establishment of wage protection division in Labour Inspection Department. - A number of employees assigned to the Wages Protection Division. - The electronic wages protection system was launched, the system relies on the advanced infrastructure of the Qatar Central Bank network, which links it with all financial institutions and many government agencies, in addition to advanced payment systems introduced by the bank to facilitate the exchange of large numbers of payments between banks in a smooth and safe way. - The staff in Wages Protection Division were trained to use the program for checking monthly salary files through Ministry of Labour and Social Affairs.

4. Case Studies on Best Practices and Lessons Learnt

	<ul style="list-style-type: none"> - Bank employees were trained on corporate registration and data exchange mechanism in cooperation with the Qatar Central Bank. - An awareness plan was prepared to familiarize employers, workers and companies with the wage protection system, the Plan included the following: <ul style="list-style-type: none"> - Announcing the system through the Ministry's website and local newspapers. - Designing brochures and CD with information on wages protection system. - Printing and distributing flyers about the system in Arabic and English. - Preparing a guide for the most frequently asked questions and publishing it on Ministry's website, and submitting to a government call centre. - Launching hotline service in cooperation with a government call centre to answer to the inquiries regarding the wages protection system. - The Bank issued the Circular No. 82/2015 to all banks operating in Qatar, providing all facilities necessary for companies to join the system and open accounts for labour.
Financing	Funded jointly by the Qatar Central Bank and the Ministry of Administrative Development, Labour and Social Affairs
Monitoring	Key Performance Indicators include the number of companies registered in the system to the number of active companies subject to the Labour Law and the number of employees registered in the system to the number of workers in companies subject to the Labour Law
OUTCOMES	
Description of the programme results	<p>Objectives:</p> <ul style="list-style-type: none"> - Protecting the workers from not paying or delaying their due wages. - Enhancing safety and stability in country through safe working environment - Promoting the principle of human rights in the State of Qatar - Sparing workers and employers to retain cash in their workplaces that are subject to loss or theft - Enabling the Ministry of Administrative Development, Labour and Social Affairs to continuously view employees 'data and compare it with its data to ensure compliance with the provisions of the Labour Law - Reducing labour disputes between employers and workers - Helping the judiciary in issuing judgments and resolving disputes. <p>Results: About 85% of companies subject to the Labour Law joined the system and workers are guaranteed their financial entitlements.</p>
Main challenges and lessons learnt	Strengths: Availability of database for all active companies; Availability of actual data on the wages of workers in the private sector; Reducing spread of illegals; and Increasing awareness of workers and employers on Labour Law
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https://www.adlsa.gov.qa/ar/site/services/wps	

TURKEY	
Program Name	Job Creation and Entrepreneurship Opportunities for Syrians under Temporary Protection and Host Communities in Turkey
Duration	February 2018-July 2020
Scope	<p>-Local as covering 9 provinces namely Ankara, İstanbul, Bursa, Konya, Gaziantep, Şanlıurfa, Adana, Mersin, Hatay.</p> <p>-Target groups are, 12,600 Syrians in Turkey, 4,300 Turkish citizens, 330 staff from relevant governmental institutions, 500 representatives from social partners (trade unions and employers organizations), 500 enterprises.</p>
Lead implementing organization(s)	ILO (as the lead implementing organization) and International Organization for Migration (leading some specific activities within the project) under the overall coordination of Directorate General for International Labour Force of Ministry for Family, Labour and Social Services
Relation to OIC Labour Market Strategy	<p>Overall objective of the project: To strengthen the economic and social resilience of Syrians under Temporary Protection (SuTP) and host communities.</p> <p>Specific Objectives of the project: To increase the availability of a skilled, competent and productive labour supply to facilitate access to decent work for SuTP and Turkish host communities; to promote an enabling environment for business development and economic growth in identified sectors and geographic locations to address job creation and stimulate entrepreneurship opportunities for SuTP and Turkish host communities; to provide support to labour market governance institutions and mechanisms in implementing inclusive development strategies.</p> <p>In the context of the project targets, they are in compliance with not only the framework of the OIC Labour Market Strategy, but also its specific strategic goals (1.2, 1.5, 2.1, 2.4, 3.1, 3.3, 3.5, 5.1 and 5.2).</p>
Targeted sectors	The project was not directly designed for specific economic sectors. However, it includes mainly the actors from manufacturing and services sectors as the largest employers in Turkey.
Main labour market challenge/problem(s) addressed by the program	The main market challenge is that Syrians may be prone to work informally because of their situations (i.e. being in desperate need for financial income).
CONTEXT & PLANNING	
Rationale	<p>Turkey has, since the beginning of the Syrian crisis in 2011, provided an effective emergency response and declared a temporary protection regime for Syrians in Turkey, ensuring protection and assistance in 26 camps. There are almost 3.7 million registered Syrians (54.2% males and 45.8% females) who are mainly concentrated in the provinces of İstanbul, Şanlıurfa, Hatay, Gaziantep, Adana, Mersin, Kilis and Bursa. As for age distribution, the share of 0-14 age group among total Syrian population is 39.5%, share of 15-64 age group is 58.6% and share of 65 and over is 1.9%. These figures indicate that more than half of the Syrians in Turkey are of working age.</p> <p>As mentioned previously, the introduction of the Regulation on Work Permits for Syrians under Temporary Protection marked a turning point in the developmental approach to address the impact of the</p>

	<p>Syrians in Turkey, particularly in respect of labour market interventions. Benefiting from formal work will assist to improve working conditions, facilitate access to social protection which helps addressing negative social perceptions of migrants, benefiting not only the Syrians under Temporary Protection themselves, but also the labour market and economy more broadly.</p> <p>In this context, the role of the Ministry of Family, Labour and Social Services (Directorate General of International Labour Force) and ILO in enhancing decent work opportunities for Syrians and host communities is critical. Their institutional knowledge, expertise and experience underpin the interventions to date which are also aligned with those of the 3RP. Among their key partners include Turkish Employment Agency (İSKUR), the DGMM (Ministry of Interior-Directorate General of Migration Management), the Disaster and Emergency Management Presidency (AFAD), the Ministry of National Education (MoNE), the social partners, local governments and municipalities and relevant UN agencies and other national and international organisations.</p> <p>As a result, this project is one of the actions that are conducted to assist the Ministry with the labour market policies for Syrians.</p>
Policy design	<p>The program is designed in cooperation with ILO, MoLSS and relevant social parties including local actors by not only considering Syrians' needs in Turkey, but also the labour market policy of Turkey as well as the regulations of national/international organizations. Besides, the project was designed to address the needs and challenges defined by the government, UN system as well as studies conducted. The project was designed with a results-based project management approach where specific objectives, targets and verification tools were set in line with a logical framework. The strategic linkage with government policies and strategies, UN 3RP as wells as ILO's Refugee Response Programme were also followed during the design period.</p>
IMPLEMENTATION & MONITORING	
Implementation	<p>The project is implemented in realization of planned activities in line with the project-activity work plan. The project includes 16 main activities consisting of 41 sub-activities under three specific objectives. These include different sets of (1) structured trainings such as technical and vocational trainings, entrepreneurship trainings, basic labour market skills trainings, basic life skills and public employment services trainings targeting both SuTP and Turkish citizens, (2) cash transfers to the enterprises in the form of incentives and cash grants to entrepreneurs and new-start-ups for establishment and/or development of the enterprises (3) advisory/consultancy services and mentorship for enterprises and entrepreneurs , (4) referrals to apprenticeship as well as exams for Vocational Qualification Certificate and (5) conducting seminars, workshops and conferences mainly targeting the labour market actors including the staff from government institutions such as DG International Labour Force , Social Security Institution, Labour Inspectors Board, Turkish Employment Agency, local governments as well as other actors such as members of chambers of industry and trade at provincial members of chambers of small merchants and craftsmen as well as targeting the direct</p>

	<p>beneficiaries such as the SuTPs and Turkish citizens in order to increase institutional capacity.</p> <p>The activities of the project are implemented with national and local capacities in line with the national legal framework and regulations. The implementing partners include different government institutions, chambers, private sector as well as academia. The capacities utilized through provision of human resources for different activities, referral of the beneficiaries to different activities, provision of strategic inputs through the design, implementation and monitoring of the project.</p>
Financing	The project is financed by the European Union Trust Fund (MADAD) with the amount of € 11,600,000.
Monitoring	<p>The project is monitored in line with a project monitoring and evaluation plan including the relevant tools. This plan is developed based on the project's logical framework, reporting requirements of the implementing organizations and the donor. The reporting tools include quarterly and yearly progress reports, monitoring datasheets, independent mid-term and final evaluation, field visits and Steering Committee meetings. The achievements are tracked on the reached/participated number of beneficiaries against targeted beneficiary indicator numbers as well as realization/completion of targeted sub-activities and activities.</p>
OUTCOMES	
Description of the programme results	<p>In addition to the overall and specific objectives of the project mentioned above, the project also has qualitative targets for different activities to reach. As of December 2019, the project delivered 72% of all its overall targets. The individual success stories have started to be initiated such as SuTP who were graduated from Vocational Trainings were employed formally in the sectors in which they were trained. New enterprises established with Entrepreneurship Support Programmes and initiated to create new jobs for SuTP and Turkish citizens. Transition to Formality Programme (a cash-incentive programme) provided to enterprises for their Syrian as well as Turkish employers was also initiated and implemented as a good practice with Social Security Institution.</p> <p>This programme is noted to be having a positive effect on formal employment of the Syrians in Turkish Labour Market. As of December 2019, the project was able to reach 9,000 beneficiaries. The project also enabled networking and joint-work opportunities for the different actors of the labour market mechanisms at central and provincial levels.</p>
Main challenges and lessons learnt	<p>Instead of creating parallel project-duration based structures, the project utilized the current national and local capacities of government institutions, chambers and foundations in this specific area. This has added an important strength to the project. Another important point has been the holistic approach through three aspects carried out during the design and implementation phase of the project. These three aspects were the skills development of the labour supply, business development support as the mean of economic growth and job creation and strengthening the labour market mechanisms through enhancing compliance.</p>

	<p>Main challenges on the implementation has been reaching out the right profile of the SuTP, Turkish citizens as well as the enterprises to benefit from the project activities.</p> <p>Supporting SuTP women's access to labour market represents another challenge. Specific policies and activities should further be designed for women considering their specific needs.</p> <p>To be replicable in other contexts, it will be crucial to design evidence-based measures that take into account:</p> <ul style="list-style-type: none"> - the skills, capabilities and willingness to work of asylum-seekers, - the needs of the labour market so that skills development measures are tailored and aligned with labour market needs, and - designing complementary measures that support transition to the formal labour market including language courses, basic life skills trainings and incentives.
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<p><i>The information on project, news and videos are available at</i></p> <p>https://www.ailevecalisma.gov.tr/uigm/haberler/hayata-f%C4%B1rsat-projesi-tanitim-toplantisi/</p> <p>https://www.ilo.org/ankara/projects/WCMS_644740/lang--en/index.htm</p> <p>https://www.ilo.org/ankara/media-centre/multimedia/videos/WCMS_729976/lang--tr/index.htm</p> <p>https://www.ilo.org/ankara/media-centre/multimedia/videos/WCMS_729971/lang--tr/index.htm</p> <p>https://www.ilo.org/ankara/media-centre/multimedia/videos/WCMS_698411/lang--tr/index.htm</p> <p>https://www.ilo.org/ankara/news/WCMS_685583/lang--en/index.htm</p>	

ANNEXES

ANNEX 1: Information on Focal Points of OIC Member Countries

Country	Focal Point	Institution
Afghanistan	A. Sapai	National Statistics and Information organization
Azerbaijan	A. Abbasova	Ministry of Labour and Social Protection of Population
Bahrain	A. Matooq	Ministry of Labour and Social Development
Bangladesh	G. M. Julhash	Ministry of Expatriate Welfare and Overseas Employment
Brunei D.	R. H. Azlan	Labour Department
Cameroon	A. N. Parfait	Ministry of Labour and Social Security
Djibouti	I. Osman	Ministry of Labour in charge of Administration Reform
Indonesia	P. Aharsa	Ministry of Manpower
Iraq	R.I.F. Al Obaidi	Ministry of Labour and Social Affairs
Jordan	M. F. Abu Saan	Ministry of Labour
Kuwait	M. Al Awadi	Central Statistics Bureau
Libya	S. A. Giuma	Ministry of Labour and Capacity Building
Malaysia	S. Suleiman	Ministry of Human Resources
Mozambique	E. V. Mavila	Ministry of Labour, Employment and Social Security
Niger	D. Abdou	Ministere de L'Emploi, du Travail et de la Protection Sociale
Nigeria	M. Ibrahim	National Bureau of Statistics
Oman	N.S.N. Al-Hadhrami	Ministry of Manpower
Palestine	A. S Daraghma	Ministry of Labour
Qatar	N. H. Al Haj	Ministry of Labour and Social Affairs
Saudi Arabia	M. Al Harthy	Ministry of Labour
Senegal	M. M. Loum	Ministry of Labour
Sierra Leone	B. M. Bangura	Ministry of Labour and Social Security
Sudan	T. H. Farah	Ministry of Labour, Administrative Reform and Human Development
Tunisia	M. Mani	National Agency for Employment and Self Employment
Turkey	S. Ayan	Ministry of Family, Labour and Social Services
Uganda	G. L. Atuko	Ministry of Gender, Labour and Social Development, Research and Statistics
UAE	M.Y. Al Hamadi	Ministry of Human Resources and Emigration
Yemen	G.A.A. Al-Areqi	Ministry of Social Affairs and Labour

ANNEX 2: Respondents of SESRIC OIC Labour Market Strategy Survey 2019

	St-1	St-2	St-3	St-4	St-5	St-6	TOTAL
Afghanistan	0	0	0	1	0	1	2
Azerbaijan	44	39	3	38	1	7	132
Bahrain	21	80	5	28	1	11	146
Cameroun	12	22	3	67	3	55	162
Indonesia	16	36	28	46	4	16	146
Jordan	4	1	0	121	0	35	161
Niger	13	30	19	50	5	18	135
Nigeria	9	16	31	4	44	58	162
Oman	8	19	1	93	1	25	147
Palestine	49	5	0	69	0	39	162
Qatar	64	23	10	5	8	43	153
Saudi Arabia	20	14	10	40	5	72	161
Senegal	6	1	55	0	0	100	162
Sierra Leone	9	23	15	74	5	22	148
Sudan	7	77	2	47	0	29	162
Tunisia	20	0	1	25	1	24	71
Turkey	47	34	33	11	18	7	150
Uganda	0	33	38	47	34	10	162
United Arab Emirates	33	46	11	10	0	3	103
Yemen	0	1	0	32	1	127	161
TOTAL	382	500	265	808	131	702	2788

Note: St-1: Completed, and ready to share the knowledge and experience; St-2: Completed, but need to accumulate more knowledge before sharing the experience; St-3: Initiated but not completed, and do not require knowledge sharing to complete; St-4: Initiated but not completed, and knowledge sharing would be helpful to complete; St-5: Not initiated yet, but do not require knowledge sharing to initiate and complete; St-6: Not initiated yet, but knowledge sharing would be helpful to initiate and complete.

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