

Jobs for transformation

POLICY DISCUSSION PAPER, JANUARY 2019

"The first thing that anyone needs is a job. We all need to be employed to fight poverty."

Mrs Bhebhe, 58, Bulawayo, Zimbabwe. COMPASS Research, CAFOD, 2015

Work is central to individuals' lives. It is central to community structures, national priorities and international discussions. The future of this work is also being shaped by current trends and by what experts have termed a dual crisis: both environmental and social. These two defining challenges mean that jobs, now and in the future, are being influenced by climate change and ecosystem degradation, as well as a reality of entrenched underemployment and working poverty, increasing levels of informality, persistent gender inequalities and an overall erosion of decent work opportunities.

Recognising this, CAFOD has been exploring how it will be possible to move multiple policy priorities forward together. We want to understand what kinds of jobs are needed if we are to face and overcome this dual challenge.

Our 2017 discussion paper with Christian Aid laid the groundwork, exploring a framework for decent, green jobs for all.¹ Building on that work, this briefing explores four lessons to promote decent and green jobs which are accessible to marginalised economic actors. Based on case study research,² this paper considers what donors, such as the UK Government, could do to meet the coming challenge and promote green and decent, and even transformational, jobs. We draw on our research to illustrate each lesson practically, and end with four recommendations for international development to take this agenda forward when pursuing jobs strategies in Africa and South Asia. This regional focus is because Africa and South Asia have disproportionately high numbers of low-income and subsistence-living people who are particularly affected by this dual crisis. We are

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There are two defining challenges of the 21st century;

Averting dangerous and potentially unmanageable climate change and protecting the natural environment which supports life on earth.

Providing decent work and thus the prospect of well-being and dignity for all in the face of rapid population growth worldwide and the current exclusion of over a billion people from economic and social development

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ILO, 2017

¹ [CAFOD & Christian Aid, 2017](#)

² Methodological note: This policy note is based on the findings of commissioned research ([Lukka, 2018: Decent, green jobs for marginalised economic actors](#)) exploring options for transformational, decent and green jobs for marginalised economic actors – particularly those working informally and women. There is very little research analysing the overlap between these areas; the benefit of this study has been to explore these elements through a shared conceptual framework. The research looked at a number of sectors and case studies evaluating them for their ability to go beyond general job creation to think about these broader outcomes. The evidence and selection of sectors and case studies was drawn from a mix of academic, institutional and organisational literature and first-hand reflections gathered through interviews (using snow-ball sampling) from a number of experts working in the sectors or with the projects covered. It did not attempt to present a complete list of evidence in the way that a systematic review might, but through the lens of the analytical framework identified critical issues for designing job strategies which could lead to better economic, social, and environmental outcomes and avoid some of the flaws of environmentally-negative or 'brown' development paths. Full reference list is available on request.

particularly interested in jobs that would be available to traditionally marginalised economic actors, such as women and those working informally.

Decent and green work means that people have access to full and productive employment, rights at work, social protection, the opportunity for social dialogue in the workplace and that the environment is preserved or restored through this work.³ Decent and green work is therefore about the reality of people's experiences of work, and the way that this work affects the environment.

No job or sector is inherently green or decent. Instead, strategies towards greening and decent work are possible in a variety of sectors and are based on explicit choices made when designing jobs. Some sectors, which are inherently carbon intensive and do not support a transition to a low-carbon, green economy, will need to prioritise a **just transition**⁴. Trade-offs between decent and green are not necessary and here we showcase examples where both have been achieved.

Certain decent, green jobs are also **transformational** and can catalyse community-wide social, environmental and economic justice, responding to challenges in a systemic and integrated way.⁵ When a jobs strategy is transformational, it enables changes in economic structures to promote employment-intensive growth patterns. In other words, the scalability of the intervention, the number of jobs created and the wider economic benefits for a community or country are important here. A transformational jobs strategy would also enable broader environmental sustainability, environmental benefits and regeneration. Finally, it would catalyse changes in social structures and relations which lock people into disadvantage and constrain their agency and choices. Such social changes would instead allow and build opportunities for greater voice and participation for marginalised actors.

Essentially, within jobs strategies, business as usual is not an option. While a do no harm approach must be followed at an absolute minimum, we argue that transformational, decent, green jobs should now be the real goal for jobs strategies.

1. DECENT, GREEN JOBS HAVE THE ABILITY TO BE TRANSFORMATIONAL

Jobs strategies which prioritise decent, green jobs, which do no harm to people or the planet, are pragmatically important to tackle the dual challenge that we face. Our research found that such a focus has the potential to be more broadly transformational if careful planning is undertaken and clear objectives are set.

Drawing on the case study research, the renewable energy sector is a valuable and illustrative example of a sector that, if accompanied by other supporting services and impact assessments,⁶ could be transformative. It has the potential to catalyse broad social, economic and environmental benefits and allow policymakers and programmers to use limited resources to leverage multiple development results. There is growing evidence that countries' energy

³ Our definition draws on ILO work ([ILO, n.d: Decent Work Indicators](#); [ILO, n.d: Decent Work](#); [ILO, 2016: What is a green job?](#))

⁴ For more information see [ITUC \(2017\) Just Transition - A Guide to National Policies and International Climate Governance](#)

⁵ 'Transformational shifts' is highlighted in Agenda 2030 with similar ideas unpacked in Pope Francis' encyclical *Laudato Si'*. The [UNRISD \(2016: Policy Innovations for transformative change: Implementing the 2030 Agenda for Sustainable Development\)](#) has done further work on what this means in policy and practice. Our definition draws on these ideas.

⁶ To ensure that social and environmental impacts are managed and benefits distributed to marginalised end-users.

systems can be powered by renewable sources, given technological advances in generation, storage, transmission and distribution.⁷ This would mean that the sector could be a substantial source of jobs and economic development. As an input, it also provides indirect benefits through allowing other industries, businesses and sectors to green their ways of working. For marginalised economic actors, providing energy boosts their economic prospects and allows significant gendered social benefits in terms of time, education and health.⁸

In jobs strategies, the sector creates jobs directly (in manufacturing, installation and maintenance) and indirectly (jobs created up and down the value chain) with research showing a higher number of jobs per unit of energy produced through renewable sources than through conventional sources.⁹ The renewable energy sector also enables jobs in other sectors, by providing energy for productive uses. Related sectors such as energy efficiency are also important to reduce overall energy demand and to support a shift towards a low-carbon, green economy (and achieving SDG 7).

From a poverty reduction and sustainable development (and access for all) point of view, off-grid energy, renewable energy solutions, and the jobs potential here are among the most important considerations, especially for more remote economic actors.¹⁰ We know that access to modern energy, and decarbonisation of energy systems, can create important 'win-wins' for poor and vulnerable groups. Extending provision of decentralised renewable energy solutions is the most cost-effective and easily deployed solution for this.

However, it cannot be assumed that this sector will be transformational – it needs a deliberate planning effort. Our review shows that no sector is inherently socially or environmentally sustainable and able to promote the creation of decent, green jobs without linking with broader development strategies.

Designing interventions in the renewable energy sector needs a holistic and inclusive approach, considering who wins and who loses through the jobs that are created, and planning the delivery of renewable energy services.¹¹

In terms of decent work, the International Labour Office highlights that "there is no question that switching from fossil fuels to renewables entails a vast improvement in the occupational health situation"¹², however such benefits cannot be taken for granted. For example, biofuels and large hydropower are often included in renewable energy statistics, providing 1.7 million jobs and 1.5 million jobs respectively – but both come with social, environmental and even economic costs¹³. These costs significantly call into question whether they

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No sector is inherently transformational or socially or environmentally sustainable.

Decisions must be taken to make this happen.

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⁷ IEA et al., 2017: [Tracking SDG7: The Energy Progress Report](#)

⁸ See Sustainable Energy for All, Power for All and ODI research (2017: [Why Wait? Seizing the Energy Access Dividend](#)) which provides a balanced review of the evidence around the household impacts of gaining access to energy.

⁹ IRENA, 2017: [Jobs Annual Review](#)

¹⁰ Trace, 2017: [Inclusive Innovation and Decent Green Jobs in the Informal Economy](#) and Sustainable Energy for All, et al. 2017: [Why Wait? Seizing the Energy Access Dividend](#)

¹¹ For example see CAFOD & IIED, 2013: [An approach to designing energy delivery models that work for people living in poverty](#)

¹² ILO, 2013: [Sustainable development, decent work and green jobs](#)

¹³ See for example critiques on large hydro power (Ansar, et al., 2014: [Should We Build More Large Dams? The Actual Costs of Hydropower Megaproject Development](#))

could be considered 'green', and certainly their potential to be considered 'transformational'.¹⁴

2. PLAN TRANSFORMATIONAL, DECENT, GREEN OUTCOMES FROM THE START

One clear learning point that has emerged from our review is that decent and green work or broader transformational outcomes do not happen automatically. The creation of more jobs does not inevitably promote better outcomes for the people who are employed, for the planet or for society more broadly.

All of these outcomes had to be specifically planned for and explicitly worked towards.

The Zambia Green Jobs Programme¹⁵ provides important lessons in this regard. This partnership between the Zambian Government, the UN and the ILO (with funding from Finland) aims to promote the development of sustainable MSMEs (micro, small and medium enterprises) in the construction (housing) sector by boosting competitiveness and business growth via green technologies. Running from 2013-2018, it aimed to create at least 5000 decent, green jobs for young people and improve the quality of at least 2000 jobs in MSMEs, improving incomes and livelihoods in at least 8000 households. Employment creation in the renewable energy sector was also a focus and women were trained in solar panel assembly and installation for the new houses, thus tackling the use of dangerous and expensive solid fuels, such as kerosene and charcoal. Final job creation figures are not yet available; however, the project was on track at its mid-term evaluation.



Measurement is central. There is a growing body of project-level data but it is mostly micro-level, lacking analysis on outcomes.

Developing indicators and reporting frameworks would help identify opportunities for transformational, decent, green jobs.



This programme is an interesting example of how a development programme can achieve multiple objectives if governments and donors plan for and design these into the programme from the start. In this example, the partners specifically thought through how to achieve multiple policy goals within a single programme and designed approaches, interventions and indicators towards them.

Measurement was also important. Outcome and output indicators were specifically designed to look at the issues of decent, green jobs.¹⁶ Looking across our research, this was a unique case. Overall, we found that while there is a growing body of project-level data on decent and green job creation, it is mostly at a micro level and lacks proper analysis on outcomes (especially longitudinal studies), both from the decent and green aspects. Studies looking at failure and the reasons for this are equally important here. Collecting such data and developing appropriate indicators and reporting frameworks would help us to know what is

¹⁴ For hydropower to be considered a green option it would need to meet the principles outlined in the World Commission of Dams Report (2000: [Dams and Development: A new framing for decision making](#)). Ensuring strong environmental and social impact assessments and free, prior and informed consent (FPIC) by affected communities is also important together with integrated resource planning so that the best solution for energy provision is identified taking full account of potential impacts (for example see [International Rivers, 2013: Integrated Resources Planning](#))

¹⁵ Information taken from project level data (ILO, 2016: [Zambia: Green Jobs in the building construction sector](#); UN, 2016: [Zambia Green Building Association](#); and Republic of Zambia, 2018: [Zambia Green Jobs Programme](#))

¹⁶ [ILO, 2015: Independent Mid-Term Evaluation of the Zambia Green Jobs Programme](#)

happening and identify the sectors which are going to offer most opportunities for jobs that are accessible to marginalised economic actors.

While this programme did not specifically set out to achieve broader social, economic and environmental transformation, decisions taken at the design stage (both programme design and measurement design) clearly led to transformational outcomes. For example, the focus on job creation in the much-needed low-cost housing sector is an interesting social transformational angle. The programme also linked with the Zambia Homeless & Poor People's Federation to build civil society capacity to engage in this policy and planning area. This is key for better participation, dialogue and outcomes.

The programme was also transformational from an economic angle and sought to build the broader local economy through its jobs intervention. This involved working outside of traditional sector silos, creating an intervention which could stimulate the local economy through partnerships across sectors (e.g. the construction and solar sectors). The broader economic impacts of this are also transformational to those who may not be direct beneficiaries of job creation.

The learning around the importance of developing co-sector strategies within an overarching jobs strategy (i.e. how one sector can be linked with another to develop the local economy or achieve other broader aims) is valuable. The idea of responding to the employment crisis in a more systemic and integrated way is linked to our first lesson around projects which have the potential to be transformational. Here the Zambia Green Jobs programme was successfully able to leverage employment creation, broader local economic development, greening, the building of civil society participation and housing creation through one intervention which looked beyond pure job creation. Such a focus – and planning this into an intervention from the beginning – are important considering time- and financial resource constraints, allowing policymakers and programmers to use limited resources to leverage multiple development results through jobs strategies. More needs to be done to understand what was required at the policy design stage of such interventions to bring this about; how was such planning convened and facilitated and what factors led to such integrated approaches?

3. FOCUS ON MARGINALISED ECONOMIC ACTORS AND THEIR CONTEXT

As argued above, decent, green jobs need to be planned for. Building on this, our research highlighted that jobs will not automatically be accessible to marginalised economic actors. A 'leave no-one behind' approach to jobs strategies requires specific planning, analysis, inclusion and targeting to successfully tackle the issue of inclusivity within jobs strategies and efforts to build markets, otherwise these efforts will always benefit a smaller elite.

The case studies we looked at confirmed literature review findings,¹⁷ highlighting the need for jobs strategies to start by understanding (and mapping) the local context, labour market and economy. Key questions for policy makers and programmers to analyse would be (1) what sectors are people currently in (2) of these sectors, which hold the greatest risks in terms of decent work deficits and degrading the environment and therefore need to be prioritised for

¹⁷ [CAFOD & Christian Aid, 2017: Towards decent, green jobs for all](#)

intervention, and (3) which of these sectors holds the greatest potential for achieving broader transformation?

There are certain sectors or interventions which can be good at achieving these multiple benefits, but exactly which these are will depend on context, again highlighting the importance of context mapping. Our research has, however, consistently highlighted two areas which need to be a focus of future jobs strategies in Africa and Asia. Firstly, the informal economy, and secondly the agricultural sector. Both tend to be overlooked in economic development planning and jobs strategies. In both, there are also significant decent work deficits and environmental degradation which pose a serious threat to the future of work and economic development.



Jobs strategies must ask
(1) What sectors are people already in?
(2) Of these, which hold the greatest risks in terms of decent work deficits and degrading the environment?
(3) Which of these hold the greatest potential for achieving broader transformation?



Box 1: The importance of the informal economy

For many international development donors, including DFID, the informal economy does not play any significant role in their approach to economic development, job creation or building markets. This mirrors the economic policies of most national governments in low income countries. The assumption is that the informal economy is not central to the high-growth, high-productivity path that is desired. As a result, all economic policy and planning is targeted at the formal sector, with little inclusion of the informal economy, no deep consideration around why this type of work persists and is increasing in-country, and how the significant decent work deficits and environmental challenges that are often prevalent in this sector could be meaningfully addressed. While arguments can be made around why governments and donors make this choice, in practice it means that policy and programming happen as though almost 90% of the labour market does not exist.¹⁸

This blind spot is a mistake. The informal economy's permanence,¹⁹ size,²⁰ contribution²¹ and links to socio-economic development²², mean that the historic dual and exclusionary nature of economic planning is not pragmatic. Instead, analysis of the needs of people who are working informally, and responses to these, must take a more central role when

¹⁸ Informal employment makes up 86% of all employment in Africa (92% in West, Central and Eastern Africa) and 88% in South Asia ([ILO, 2018: Women and men in the informal economy](#))

¹⁹ Most people in the world work informally (61% of the world's employed population) with figures remaining stubbornly persistent; whether owning or working in a micro-enterprise or working without a formal contract within formal supply chains, this type of work is on the increase in both low and high-income countries ([ILO, 2018: Women and men in the informal economy](#))

²⁰ In Africa informal employment makes up 86% of all employment and South Asia it makes up 88% ([ILO, 2018: Women and men in the informal economy](#))

²¹ For a summary of its contribution to GDP and GVA see [WIEGO, 2014: Economic contribution of the informal economy](#).

²² Informality is statistically linked to lower levels to economic development, GDP per capita, and overall development (as measured with the Human Development Index) together with higher levels of poverty ([ILO, 2018: Women and men in the informal economy](#)). Evidence from South Africa showed that an informal job was as important as a formal job in terms of poverty alleviation making this important for jobs strategies in contexts of high informality ([Rogan & Cicello, 2017: A job in the informal sector reduces poverty about as much as a job in the formal sector](#))

donors, and the governments they advise, are designing job creation interventions and policies. It will also be important to give voice and recognition to the informal economy and bring their participation to debates. This is important for better economic outcomes, but also to address resilience and exposure to climate change risks.²³ Achieving decent work outcomes in this economy will require formalisation initiatives under the right conditions (as in ILO Recommendation 204). Without such inclusion, economic transformation and private sector development will replicate previous development and further entrench the dual economy which is already so prevalent across Africa and south-Asia.

Box 2: The importance of the agricultural sector

Agriculture is, and will continue to be, a centrally important employer in Africa and south-Asia.²⁴ In thinking about jobs for transformation, agriculture is key for achieving “multiple outputs and contributing to several ends at the same time”.²⁵ Indeed, there is documented evidence that, under certain conditions and with the right support, agriculture has the ability to catalyse greater social, environmental and economic justice and wellbeing.

A key consideration in jobs and economic development strategies which aim to significantly tackle the un- and under-employment challenge, is how to leverage the potential of the sector while mitigating the significant challenges that it currently faces. This includes the urgent priority to ensure that the current environmental degradation and resource depletion so prevalent in the sector²⁶ is urgently reversed. This in itself will be central for ensuring that productivity increases (so that we can continue to provide more and better food to growing populations). It also includes tackling the significant decent work deficits prevalent throughout the sector²⁷ to ensure better economic outcomes and poverty alleviation.

All evidence suggests that shifting to more **regenerative and sustainable** farming practices offer the economic, environmental and social outcomes desired.²⁸

²³ [IIED](#) has captured some useful examples of participation and voice of informal workers in policy making. There are also useful examples from [Durban, South Africa](#) of collaborative urban planning with the formal and informal private sectors and local government authorities. Further, see [Brown & McGranahan \(2016: The urban informal economy, local inclusion and achieving a global green transformation\)](#) for strong insights into greening the informal economy inclusively.

²⁴ Agriculture currently employs 1 billion workers worldwide (Lowder, et al., 2016: The number, size, and distribution of farms, smallholder farms, and family farms worldwide) with 60-90% of the African workforce relying on the sector ([FAO, 2014: Statistical yearbook](#))

²⁵ [IAASTD, 2008: IAASTD Global Report: Agriculture at a Crossroads](#) (p.6)

²⁶ Conventional intensive or industrial agriculture is currently a major contributor to GHG emissions and environmental degradation (including desertification, water pollution and biodiversity loss) ([FAO, 2011: Save and grow: A policymaker's guide to the sustainable intensification of smallholder crop production](#)) and has resulted in a third of the world's soil being degraded – with complete degradation projected within the next 60 years ([FAO, 2015: Status of the world's soil resources](#)).

²⁷ Underemployment, occupational health and safety, child labour, a lack of employment contracts and casualisation of labour are common risks ([FAO, 2014: Turning family farm activity into decent work](#)) - see for example country specific evidence from Kenya ([Matofari & Muthui, 2016: Combating the decent work deficits in agricultural production systems](#)) Indonesia (Sinaga, 2018: Measuring Decent Work Deficits on Indonesian Oil Palm Plantations. In: Decent Work Deficits in southern agriculture: Measurements, drivers and strategies) and Mexico (Lopez, et al., 2016) ([Lopez, et al. 2016: Decent work deficits in agriculture: Concepts, measures, and solutions. \(International Centre for development & Decent Work\)](#)) and global examples (WHO, [Agrochemicals, health and environment: directory of resources](#))

²⁸ Rhodes, 2017. The imperative for regenerative agriculture. *Science Progress*, 100(1), pp. 80-129.

Despite the benefits that such a shift would provide, donors and governments have done little to enable it, with farmers (both small and large-scale) being the ones leading the way thus far. Data is limited, but in the EU, conventional (industrial) farming receives 80% of all subsidies and 90% of all agricultural research funding²⁹, while in the US sustainable agriculture received just over 10% of the entire 2014 USDA Research and Extension budget.³⁰ From a donor perspective, less than 5% of agricultural aid and less than 0.5% of total British ODA has gone to agroecology since 2010.³¹ Jobs strategies could be a vital place to change this dynamic.

The transformational potential of sustainable agriculture

 <p>Social</p>	<ul style="list-style-type: none"> ↑ food security and nutrition³² ↑ resilience to climate change³³ ↑ decent work (especially in terms of an increase in productivity & participation through agroecology)³⁴ ↑ gendered benefits³⁵ ↓ rural poverty³⁶
 <p>Environmental</p>	<ul style="list-style-type: none"> ↓ overall greenhouse gas emissions.³⁷ ↑ in soil health & soil rehabilitation³⁸ ↑ Biodiversity across agro-ecosystems³⁹ ↓ negative externalities associated with synthetic input⁴⁰
 <p>Economic</p>	<ul style="list-style-type: none"> ↑ yields & income compared to industrial agriculture (↑ 116%)⁴¹ ↑ employment (projected ↑ 8-13%)⁴² ↓ Cost of production⁴³ Scalable (documented benefits for 10.39 mil farmers in Africa)⁴⁴ Catalyst for economic transformation, job creation & economic activity in other sectors⁴⁵

²⁹ Ahmed, 2014: UN: only small farmers and agroecology can feed the world. (The Ecologist)

³⁰ DeLonge, et al., 2016. Investing in the transition to sustainable agriculture. *Environmental Science & Policy*, 55(5), pp. 266-273

³¹ Pimbert & Moeller, 2018, Absent Agroecology Aid: On UK Agricultural Development Assistance Since 2010. *Sustainability*, 10(2)

³² Marsden, 2011. Towards the real green revolution? Exploring the conceptual dimensions of a new ecological modernisation of agriculture that could 'feed the world'. *Global Environmental Change*, 21(2). Pp 441-452. AND de Schutter, 2010. Report submitted by the Special Rapporteur on the right to food to the Human Rights Council

³³ Altieri, et al., 2015. Agroecology and the design of climate change-resilient. *Agronomy for Sustainable Development*, 35, pp 869-890

³⁴ de Schutter, 2010. Report submitted by the Special Rapporteur on the right to food to the Human Rights Council

³⁵ Trace, 2017. Inclusive Innovation and Decent Green Jobs in the Informal Economy: Opportunities and Challenges for All Women

³⁶ de Schutter, 2010. Report submitted by the Special Rapporteur on the right to food to the Human Rights Council

³⁷ Rakotovaova, et al., 2017. Carbon footprint of smallholder farms in Central Madagascar: The integration of agroecological practices. *Journal of Cleaner Production*. 140 (3), 1165-1175; Dendooven, et al., 2012. Greenhouse gas emissions under conservation agriculture compared to traditional cultivation of maize in the central highlands of Mexico. *Science of the Total Environment*, 431, pp. 237-244; AND Lal, 2004. Soil Carbon Sequestration Impacts on Global Climate Change and Food Security. *Science*. 304 (5677) pp 1623-1627

³⁸ Rhodes, 2017. The imperative for regenerative agriculture. *Science Progress*, 100(1), pp. 80-129.

³⁹ The Organic research Centre, Biodiversity and agroecology; FAO, Diversity: diversification is key to agroecological transitions to ensure food security and nutrition while conserving, protecting and enhancing natural resources

⁴⁰ Rhodes, 2017. The imperative for regenerative agriculture. *Science Progress*, 100(1), pp. 80-129

⁴¹ Knowler & Bradshaw, 2007. Farmers' adoption of conservation agriculture: A review and synthesis of recent research. *Food Policy*, 32(1) pp 25-48; UNEP-UNCTAD, 2008: Organic Agriculture and Food Security in Africa. (UNEP-UNCTAD Capacity Building Task Force on Trade, Environment and Development

⁴² Herren, et al., 2012: Green Jobs for a Revitalized Food and Agriculture Sector. (FAO)

⁴³ LaCanne & Lundgren 2018: Regenerative agriculture: merging farming and natural resource conservation profitably. *PeerJ*

⁴⁴ Pretty, et al., 2011. Sustainable intensification in African agriculture. *International Journal of Agricultural Sustainability*, 9(9), pp5-24

⁴⁵ Herren, et al., 2012: Green Jobs for a Revitalized Food and Agriculture Sector. (FAO); ILO, 2018: World Employment and Social Outlook: Greening with Jobs. P 50; AND CAFOD & Christian Aid, 2017: New pathways out of poverty in Africa: the promise of sustainable and inclusive agricultural transformation

4. ENABLING COLLECTIVE ACTION AND DIALOGUE YIELDS BETTER OUTCOMES

The six case studies considered in our research, together with lessons from our programmes, highlight the importance of collective action (through trade unions and other community bodies) for achieving better outcomes within jobs strategies and economic development programming.

Firstly, there were clear examples of **how supporting collective action enabled fairer incomes and more productive work**, two aspects of decent work. The Self Employed Women's Association of India (SEWA) is a trade union for poor, self-employed women workers. In 2011, the organisation started a project with salt farmers in the Little Rann of Kutch, where 77% of India's salt production takes place.⁴⁶ This project had multiple aims, but the key goal was to increase farmers' social power based on the decent work principle of social dialogue. SEWA organised the salt farmers into producer cooperatives, giving the farmers a greater voice for bargaining with traders and salt factories for a better price. The project has improved livelihoods and increased incomes. In another case, the Going Green initiative in the textile sector in Varanasi, India, also supported collective action that led to worker's incomes meeting and exceeding the national minimum wage (INR 176 per day). Daily incomes increased from INR 150 to INR 300, closer to India's living wage which is approximately INR 336 per day.

Through collective action, the Going Green initiative also led to 2918 artisans accessing social entitlements in the form of identity cards, health insurance and financial access through banking. While not yet at the level of full social protection, as envisaged by the decent work standards, it is a good indication of how collective action can advocate for change and move workers towards more decent outcomes in their work, when included from the start.

Designing interventions which respond directly to people's needs leads to better outcomes. Such considerations are possible and important within policy and programming, both in bigger investments projects and in livelihoods-orientated projects. The South African Government's Community Works Programme⁴⁷ provides an employment-based safety net. The work it offers seeks to address specific needs in the community by starting with participatory community needs mapping. In other words, local people help decide the kind of work they need and consider most urgent. Results have shown that the project improved infrastructure, decreased unemployment and crime, ensured a cleaner environment and improved education and provision of social support services. The overall lesson here is that prioritising the voice and active participation of marginalised economic actors in jobs strategies ensures that interventions meet the needs and wants of the people they intend to benefit. Therefore, this is an important aspect for the UK Government to include in strategy development, as it improves programme effectiveness and value for money.

AN AGENDA FOR ACTION

Designing decent and green jobs strategies, particularly where these aim to be transformational, holds exciting potential for moving forward on two important policy priority areas. However, it is still early days in the development of this agenda, and there is space for the UK Government to work alongside other key bi- and multi-lateral donors to drive this forward. This is especially the case given DFID's priorities of economic development and building markets. Therefore, we recommend that DFID and UKAid:

⁴⁶ [Lukka, 2018: Decent, green jobs for marginalised economic actors](#)

⁴⁷ [Lukka, 2018: Decent, green jobs for marginalised economic actors](#)

1. **Promote, plan for and then measure transformational decent and green outcomes in programming, policies and funding.** DFID needs to consider the way in which it is approaching job creation and building markets and plan for more integrated outcomes from the beginning. It will be important to develop a clear theory of change around how these will be achieved. To generate learning and guide future decisions, progress must then be measured against these integrated targets. This will require **developing principles, approaches and indicators** that support and promote this integrated and transformative decent, green work agenda.
2. **Give political priority to integrating social and environmental sustainability, including on climate change, in any work on jobs and economic development.** Multi-lateral agencies and experts around the world have argued that we no longer have the time nor resources to separate a response to the social and environmental challenges we face. Job creation, within a framework of transformative economic development, would position the UK Government to take a global lead in championing this agenda. Ensuring green *and* decent jobs requires strategic thinking ensuring that interventions, by governments, businesses or other actors, do not undermine environmental sustainability or human rights, including labour rights, and that poor groups are not negatively impacted by any low carbon shift. It also requires explicitly thinking through exactly how the impacts of climate change might affect any plans and considering how resilient the jobs being created will be in practice.
3. **Re-prioritise a commitment to participation and dialogue – particularly with marginalised local economic actors:** UKAid, led by DFID has been doing some work around how to work incrementally towards quality jobs. This is welcome and needs to ensure a focus on all four of the decent work pillars: the elements of participation, social dialogue and collective action have been missing in recent interventions and must be reprioritised for better outcomes and aid effectiveness. Importantly, this includes talking with marginalised local economic actors, particularly those working informally who make up the majority of the labour force in the markets that the UK Government is looking to build, and including them in the design of jobs strategies and programmes. This is central to a Leave No One Behind approach to job creation and economic development.
4. **Commission further research on decent, green jobs.** Decent and green work is essential for achieving economic gains along with commitments under the SDGs and Paris Agreements. However, there are blockages and enablers to this agenda that we need to understand. While there are valuable experiences and tools that we can already draw on, additional research around this, uncovering more detail on how decent and green jobs are implemented, will be key to driving the agenda forward.