Employment Generation Programme

Coverage: Selected LDCs

Executing Agency: International Labour Office (ILO)

with partner organizations for the different components

Brief summary: Based on a set of mutually reinforcing and interrelated policies for poverty reduction through job creation jointly developed by UNDP and ILO (Jobs for Africa Programme), the present deliverable will aim at formulating country action programme for selected LDCs, and at implementing the various components to be selected by the respective country. The menu of components to support national poverty reduction programmes through the achievement and consolidation of employment-intensive growth is the following:

1. Employment intensive infrastructure;
2. Skills development and vocational training (with particular emphasis on youth);
3. Self-employment through enterprise promotion (with particular emphasis on women entrepreneurs);
4. Cooperative employment;
5. Access to financial services;
6. Labour market information systems.

Each LDC will select the required components from this menu, to be adapted to the specific local conditions. These activities will be closely related to the PRSP process since employment creation is seen as a key strategy to reduce poverty.

Budget: Depending on the selected components, an average of US$ 3 million per participating LDC
Rationale

Employment creation is among the key priorities of the LDCs: employment is the route through which growth translates itself into incomes. And hence, for growth to contribute to poverty reduction, it must be employment friendly.

In the LDCs, it has been observed that for almost two decades since 1980, there is a structural shift away from public sector employment towards small-scale and micro enterprises in the private sector. However, the private formal sector has not been able to offset the loss of jobs in the public sector. The growth of the informal sector as an alternative source of employment for both new entrants in the labour force and those retrenched from the public sector has been a major feature of the urban labour markets in sub-Saharan Africa in general, and the LDCs in particular.

To obtain employment-intensive growth as a contribution to poverty eradication, sound macro-economic management is required to achieve sustainable growth. In addition, efforts should focus on three main areas:

1. **Designing and implementing national employment-intensive investment policies and programmes**

2. **Skilling the labour force**, especially with a view to increasing their competitiveness. A special focus is needed on women and youth, providing them with the skills to create employment and generate economic development.

3. **Promoting the creation and development of small and medium enterprises**, including cooperatives, as well as self-employment, through an appropriate mix of policy advice, training, access to financial services (microfinance) and business development services.

Work in these three areas is mutually reinforcing and it is therefore proposed to integrate them into **National Employment Creation Programmes**, strongly anchored in national poverty reduction strategies and policies such as the PRSP. ILO experience has shown that this constitutes the most appropriate and effective strategy for creating income and employment generation opportunities through a combination of both short-term and long-term potential to generate employment opportunities. The employment-intensive investment programmes create a considerable number of jobs in the short term, while the other components such as vocational training and small enterprise development provide for more permanent employment opportunities.

The Deliverable

Each national job creation programme will consist of a set of mutually reinforcing and interrelated policies for poverty reduction through job creation, i.e. a conceptual, country-specific framework and a menu of components aimed at supporting national poverty reduction programmes through the promotion of employment intensive growth; these components are:

1. Employment intensive infrastructure;
2. Skills development and vocational training (with particular emphasis on youth);
3. Self-employment through enterprise promotion (with particular emphasis on women entrepreneurs);

While employment is widely regarded as one of the best routes out of poverty, it needs to be noted that for employment growth to be effective in reducing poverty, it must result from output growth. An employment growth, which does not have its root in, a high rate of output growth cannot serve as a basis for sustained poverty reduction. On the other hand, growth is a necessary, yet not sufficient, prerequisite for poverty reduction.
4. Cooperative employment;
5. Access to financial services;
6. Labour market information systems.

Each target country will select the appropriate components from this menu, and adapt them to the specific local conditions. In each country, the programme will be designed within the framework of the PRSP, since employment creation is seen as a key strategy to reduce poverty.

The Conceptual Framework

The programmes conceptual policy framework is based on an investment-led strategy which is proposed as an alternative policy to the stabilization policies pursued under the structural adjustment programmes in most LDCs. The framework recommends the reorientation of macroeconomic policies to increase growth and to make its pattern more pro-poor. The investment-led strategy proposes that increased investment in physical, human and natural capital and channelling investment into economic activities is the surest way of creating employment and reducing poverty.

This strategy recommends a three-pronged approach for employment creation:

1. (1) boost investment and improve its allocation in order to stimulate growth;
2. (2) reorient the pattern of investment in order to augment employment and reduce poverty;
3. (3) ensure that expenditures reach the most needy segments of the population.

These three approaches of the investment-led strategy shall stimulate poverty-reducing employment through: (a) concentrating public investment on labour-intensive projects that employ the poor and are located in poor areas; and (b) enhance the technical capacity of the poor through skills and vocational training, (c) boost (self)-employment through the promotion of micro-, small and cooperative enterprises, with a particular emphasis on youth and the poor, (d) facilitate the access of the poor to financial services, and (e) improve labour market information systems.

1. Employment intensive infrastructure

This component shall increase employment opportunities in LDC countries through shifts in the major public investments programmes (i.e., social investment Funds, AGETIP, Rural Transport Projects, Slums upgrading Funds, etc.) and through the incorporation into the national PRSP processes of the employment and income needs of the poorer sections of the population. This shall be achieved through:

- policy reorientation based upon institutional capacity building;
- promotion of community-based infrastructure investments
- promotion of sustainable employment through the promotion of enterprises involved in employment intensive infrastructure projects.

2. Skills development and vocational training

This component shall build capacities of entrepreneurship education and training in LDCs so that entrepreneurship activities of young women and men would ultimately create employment and contribute to the economic development of the countries. The component consists of two complementary activities related to the overarching theme of human resource development for entrepreneurship education and training:
- Capacity building at the policy level for entrepreneurship education and training in participating LDCs through a regional forum
- Capacity building at the implementation (training institutions) level

With these two components in place, it is expected that existing national training institutions will become able to deliver entrepreneurship training to young women and men as part of their regular curricula.

3. **Self-employment through enterprise promotion (emphasis on women entrepreneurs)**

This component would develop ways to improve women entrepreneurs’ economic empowerment through greater access to effective support services and better economic opportunities for the viability and growth of their enterprises. It aims at increasing incomes and reduce poverty for the households of women owners of micro enterprises in participating LDCs.

This component would build upon the combined expertise of the ILO and the International Training Centre in Women’s Entrepreneurship Development. The ILO would develop further its collaboration in this field with other key organizations, such as UNCTAD and UNIFEM. For each country, a comprehensive capacity building programme for women entrepreneurs would be designed and implemented. This would include the training of trainers, the adaptation of existing training material, and the promotion of WED networks.

4. **Cooperative employment**

This component seeks to exploit the specific job creation potential of cooperatives and similar types of enterprises, namely workers’ cooperatives, labour contracting cooperatives, employee-owned enterprises, and cooperative networks of micro-enterprises. The component aims creating new jobs and consolidating existing self-employment opportunities by providing organizational support to the unemployed. The component would establish in each participating LDC a comprehensive service infrastructure of emerging and existing cooperatives. This would include policy advice and, where necessary, assistance in revising cooperative laws, the access of cooperatives to finance (see next component), the design and delivery of specialized business development services, training at various levels, and assistance in fostering the horizontal and vertical integration of cooperative societies at sectoral and national levels.

To achieve its objective the component will carry out activities at the macro level (policy and legislation), the meso level (support structures and services) and the micro-level (direct support to pilot initiatives).

5. **Access to financial services**

Micro-finance benefits the poor directly, tangibly, in large numbers, rapidly. It allows access to vital financial services: credit, savings, insurance etc. Micro-finance opens up opportunities, raises security and gives the poor a sense of dignity. This component will provide effective mechanisms to translate debt relief into poverty reduction via micro-finance to the poor.

The component would in each participating country produce the following list of generic outputs:

- action plans for institutional and policy improvements formulated and adopted;
- outreach to MFIs and their clients improved, and financial performance improved;
- micro-finance data banks and observatories created;
- poverty targeting and impact assessment methodologies worked out and applied;
- diagnostic tools to determine the debt absorption capacity of the poor;
- analysis of the poverty focus and actual outreach of social funds;
- the growth potential for micro-finance;
- integration into a coherent micro-finance policy;
- link-ups established with banks.

6. Labour market information systems

This component aims at establishing in each participating LDC a cost-effective, reliable and up-to-date system to monitor and evaluate the impact of employment policies and strategies on poverty levels, and their effects on poverty reduction. To achieve this, reliable and timely data on both employment and poverty will be gathered regularly. This system will enable the countries to:

- Target policies with sufficient precision to ensure an effective use of available resources;
- Monitor the incidence of poverty on different population groups and administrative regions;
- Better define specific labour market policies.

The component will seek to strengthen the capacity of public authorities and social partners to collect, process, analyse and disseminate labour market data as a basis of labour market policy making. Emphasis will be laid on capacity building in statistical services and other relevant authorities.
Local Economic Development and International Trade Development for the PALOPs

Coverage: PALOP Countries (Angola, Cape Verde, Guinea Bissau, Mozambique and Sao Tome and Principe)

Executing agencies: International Labour Office (ILO), United Nations Conference on Trade and Development (UNCTAD)

Brief summary: A joint ILO/UNCTAD proposal to contribute to poverty alleviation and economic development in the PALOPs through a combination of:

A. Local Economic Development, a bottom-up approach and aims to involve the local stakeholders in the development process by making use of:
   - Local resources (SME, entrepreneurship, local knowledge etc.)
   - Social dialogue and consensus building
   - Public and private partnership
   - Networking and institutional development

B. TRAINFORTRADE: develop the necessary human resources to allow the PALOPs to increase their competitiveness in international trade by taking advantage of opportunities in this area, and to progress efficiently towards more sustainable development. Distance Learning will be a component of the TRAINFORTRADE Programme whenever possible.

Budget: US$ 3,320,000 covering all the PALOP countries.
Rationale

The PALOP countries are the five African countries that use Portuguese as the official language. These countries, Angola, Cape Verde, Guinea Bissau, Mozambique and Sao Tome and Principe, are among the group classified as the Least Developed Countries (LDCs).

Owing to deeply rooted political, economic and social problems, economic development and the participation of PALOPs in international trade is limited. However, although being relatively poor, these countries present good development and international trade opportunities and are the object of considerable integration efforts on the part of international organizations. Towards this end, qualified human resources to lead the integration efforts are most required.

In general, national policy makers, companies and associations agree that the lack of qualified and competent human resources is reflected through a combination of the following:

- lack of commercial culture;
- lack of training of human resources;
- lack of information about international markets and international trade regulations.

The lack of training of a great majority of managers, policy makers, and workers in the PALOP countries makes it difficult for companies to play an important role in their economies, and is a fundamental issue for integration of the PALOP countries. Better mastery of these various aspects can be a significant advantage for the economies of the PALOP countries, and would allow them to increase their international competitiveness and to progress more efficiently towards a more sustainable development.

The ILO and UNCTAD propose a programme consisting of two components to address this situation, each organization putting at the disposal of the PALOPs its expertise in the following two areas:

**Local Economic Development**, a bottom-up approach and aims to involve the local stakeholders in the development process by making use of:

- Local resources (SME, entrepreneurship, local knowledge etc.)
- Social dialogue and consensus building
- Public and private partnership
- Networking and institutional development

LED offers a comprehensive framework for an endogenous growth strategy on a well-defined territory. It will enable the local stakeholders to initiate, design, implement and to adapt a wide range of socio-economic policies to their specific circumstances. Within this context, UNCTAD will tackle especially the need for capacity building and training through its programme **TRAINFORTRADE**.

**TRAINFORTRADE** will develop the necessary human resources to allow the PALOPs to increase their international competitiveness, taking advantage of the opportunities of international trade and to progress efficiently towards more sustainable development.

**Component A: Local Economic Development**

The reconstruction and reconciliation process now ongoing in several PALOP countries is a complex exercise that should be approached through a comprehensive framework of social, political and economic development initiatives. The Local Economic Development (LED)
approach, which has been implemented successfully in Central America, the Balkan region and many other parts of the world, offers such a framework, which consists of:

- **Institutional development:** The PALOP countries lack institutions capable of initiating, coordinating and supporting economic and social activities. The establishment of Local Economic Development Agencies (LEDA) can fill this institutional gap, as demonstrated in Mozambique and elsewhere.

- **Social dialogue:** Economic growth cannot be achieved without social and political stability. Getting the local stakeholders around one table through a local Forum (LEDA) helps rebuilding and promoting social networks and activities. Social dialogue is the basis for any development effort;

- **Political stability:** The involvement of local stakeholders in the development process of their own community is a prerequisite for sustainable growth. The permanent interaction among all concerned local actors, and the use of participatory mechanisms, decreases the risk of conflicts and creates social and political cohesion;

- **Economic growth:** The design of a local economic development strategy by all local stakeholders is an effective way of achieving sustainable economic growth. This strategy will represent a comprehensive framework for the development of the community by:
  
  - Assisting local entrepreneurs in starting and improving their businesses;
  - Stimulating individual entrepreneurship and local initiative;
  - Stimulating individual entrepreneurship and local initiative;
  - Promoting business-to-business cooperation and synergies, including formation of cooperatives and similar types of group-based enterprises;
  - Facilitating access to training whose content is based on local requirements;
  - Networking with national and international actors active in the field of LED.

- **Financial intermediation:** The LEDAs will operate credit mechanisms that facilitate access to credit for local entrepreneurs. Furthermore, the LEDAs aim at achieving a more efficient allocation of resources in the community by establishing links between local and national actors and initiatives, and international partners.

**Strategy**

The proposed project will carry out in each of the five countries a series of activities that will ultimately lead to the creation of decent jobs at the local level through the establishment and reinforcement of Local Economic Development Agencies:

1. This first step of the LED process would consist of collecting and analysing data on social, economic and legal aspects of the territory. This would help to better understand the local socio-economic problems, and to generate baseline data necessary to measure the future progress of the LED strategy. In particular, the spatial diagnose would include an “institutional mapping”, i.e. a listing of the most important private and public socio-economic stakeholders operating in the community.

2. The local actors (local government, chambers of commerce, professional associations, NGO’s, women associations etc.) identified through the “institutional mapping” exercise, would then be brought together in order to discuss a common territorial development strategy. The sensitisation process would include presentations, political consultations and discussions with all relevant local stakeholders concerned by the development process.

3. A local forum would be the expected result of the social dialogue initiated during the sensitisation process. This forum would be institutionalised in the form of a Local Economic Development Agency (LEDA). The LEDA, considered an expression of the
local public-private partnership, would be responsible for the design and implementation of all subsequent development activities.

4. The next step would be the design of a LEDA. This process would consist of using efficiently the knowledge and capacities of the local stakeholders to develop a common economic vision for the community. This vision is the basis for concrete objectives and an action plan.

5. The LEDA’s tasks will be to design and implement the Local Economic Development Strategy. This strategy will comprise the following elements:

**Objectives and action plan**

1. Promotion and support to local business (SMEs):
   • Creation of databases for markets, fairs, legal aspects, patents, etc.
   • Tailor-made market studies, as well as export promotion activities.
   • Information on, and assistance, in the use of new technologies.

2. Training:
   • Stimulating entrepreneurship through the programme Start and Improve Your Business (SIYB);
   • Management courses;
   • Training for Institutions and Organizations

3. Finance:
   • Information of existing sources of finance;
   • Creation of financial mechanisms for micro, small and medium enterprises;
   • Assistance to entrepreneurs in the design of business plans required to obtain loans.

4. Strategic Environmental Assessment:
   • Consultation with environmental groups during the economic development process;
   • Consideration of alternatives to conventional infrastructure development;
   • Use of the environmental potential as a tool for economic development.
   • Planning and Employment Intensive Investment
   • Design and implementation of local infrastructure projects
   • Design and implementation of a local planning strategy

5. Planning and Employment Intensive Investment
   • Design and implementation of local infrastructure projects
   • Design and implementation of a local planning strategy

6. Networking:
   • Coordinating current and future LED initiatives in the territory;
   • Lobbying for local interests with national and international partners;
   • Increasing the efficiency of resource allocation on the territory.

**Expected results:**

The LED project should produce the following results:

Economic development:
• Establishment of new enterprises at the local level;
• Accelerated growth of existing enterprises;
• Job creation.

Political development:
• An increase in political participation at the local level;
• A decrease in political conflict;
• Existence of a common development strategy as an outcome of local cooperation.
Social development:
• Improved social dialogue;
• Decrease in social conflict;
• Improved social services through entrepreneurial and community initiatives

Institutional development:
• Establishment of a Local Forum for Economic Development, namely the LEDA;
• Increased efficiency of local institutions through coordination function of the LEDA;
• An increase in networking between LEDA and national and/or international actors.

**Component B: TRAINFORTRADE**

Capacity-building programmes in the field of training for international trade are currently being implemented by the TRAINFORTRADE programme of UNCTAD. In particular, UNCTAD has set priority for the group of Least Developed Countries, which includes the PALOP countries. Although these countries are relatively poor, they present good international trade opportunities and are the object of considerable integration efforts on the part of international organizations. Towards this end, qualified human resources to lead the integration efforts are most required.

Regarding compliance with international agreements, the WTO framework, with which neither national policy makers nor private sector authorities are especially familiar, renders the training of all actors concerned with the practical application of multilateral agreements essential.

Better mastery of these various aspects can be a significant advantage for the economies of the PALOP countries, and would allow them to increase their international competitiveness and to progress more efficiently towards a more sustainable development.

Specific training programmes in Portuguese for these countries with syllabi duly adapted to their specific needs ought to be developed, and existing institutions and regional cooperation should be strengthened. In this way it might be possible for a joint approach by ILO and UNCTAD to contribute effectively to the attainment of the overall capacity-building objective in the PALOP countries.

On the basis of requests by the national authorities of these countries, this technical assistance programme aims at developing training capacities in the field of international trade, thereby contributing to their sustainable development. In order for this support project to become operational, it is necessary to develop complementary actions to achieve the capacity-building objectives in the PALOP countries.

**Strategy**

The fundamental objective of the project is to optimize the conditions for the sustainable development of the PALOP countries through capacity-building in the field of training for international trade, by:

• increasing national awareness of international trade matters and their interaction with sustainable development;
• facilitating the introduction of necessary reforms in the field of international trade, through better training of its operators;
• fostering the development of enhanced cooperation between the PALOP countries;
• associating trainers from specialised training institutions to professionals and government officials in charge of international trade at national/regional levels;
• developing, adapting and updating quality pedagogical training packages in Portuguese that address the specific needs identified by economic actors in the field of international trade;
• organizing national and regional training of trainers seminars;
• creating a training infrastructure capable of ensuring the follow-up and continuity of the project after its pilot phase, as well as guaranteeing that the topics treated are always of relevance to the countries involved;
• providing access to a network of information on training in the field of international trade and other related matters that support the exporting operators and national policy makers in making decisions, through the use of distance learning tools.

In this context, experts from all Portuguese-speaking countries (including Brazil and Portugal) will collaborate in the implementation of this project to the best of their abilities. Efforts will be made for the coordination and exchange of training resources (human and material) between the various PALOP countries involved, guaranteeing continuity of results of the project and promoting economies of scale associated with this approach.

The target-beneficiaries will be government and national managers, policy makers, as well as companies involved in international trade:

• government officials (Ministries of Industry, Commerce and Tourism; Ministries of Agriculture and Fishing; Ministries of the Environment);
• company managers involved in international trade;
• associations of enterprises involved in international trade;
• public and private training institutions;
• Non-Governmental-Organizations (NGOs) working on topics related to this project.

**Objectives and action plan**

The overall objective of this component is to reinforce trade and services infrastructures in the PALOP countries through capacity-building in the field of training for international trade, that is, by the development of training structures, tools and human resources, so as to ultimately promote mastery of international trade exchange flows and thereby achieve greater economic results and recognition.

1. Development of training capacities in the field of international trade
   • identification of future trainers and coordinators among national responsible officers;
   • adaptation of pedagogical material to local conditions in each PALOP country, using distance learning wherever possible, and translation of courses into Portuguese;
   • delivery of three “training of trainers” seminars;
   • delivery of courses at the national level, and some strategic and/or training of trainers seminars delivered on a regional or sub-regional basis.

2. Follow-up of measures identified during training activities, in order to contribute to the implementation of practical mechanisms to improve international trade
   • studies to identify the comparative advantages of products of the PALOP countries, their trade outlets and the international requirements that need to be met;
   • a regional network based on co-operation protocols comprising existing training institutions and other professional institutions;
   • a distance learning network, based on a database of regularly updated information in Portuguese, available through Internet or through other distance learning tools;
   • evaluation of the efficiency of the training, before, during and at the end of the training, and an evaluation of its impact 3 months after the application of the recommendations identified during the training;
   • committees encompassing representatives of ministries of government, the private sector and NGOs will decide on operational measures to be undertaken, the responsibilities of each operator/decision-maker and results expected.
3. Development of regional co-operation among the PALOP countries

- a regional steering committee to examine the feasibility of a regional structure of control, verification and certification that will ensure conformity to norms and access to international markets of export products of the PALOP countries;
- regional seminars, mainly "training of trainers" seminars, utilizing when possible the distance learning network.

**Expected results**

- elaboration of a plan for capacity-building in the field of international trade, at both regional and national levels, for the PALOP countries;
- constitution of a pool of trainers in each country;
- at least three courses available in the Portuguese language, adapted to local conditions and to distance learning;
- a team of 15 to 30 instructors/tutors (drawn mainly from the training of trainers seminars);
- four to five annual deliveries of the seminars ("Certificate of Port Management for middle managers", "Analysis of the effects of international trade effects with a global model", "Trade, Environment and Development", "Competition Law and Policy", etc.) for around 100 participants per year;
- a guide for export agencies, detailing information about export products and the results of the different studies;
- the PALOP countries will be part of the TRAINFORTRADE network to provide a support structure for exchange of information, experience-sharing and course delivery;
- publication of papers, newsletters, creation of an Internet site in Portuguese, where up-to-date relevant information and pedagogic material would be available;
- reports on the impact of training and the results of all evaluations;
- one national Committee per subject/seminar to prepare a work programme/schedule to assure the application and follow-up of recommendations adopted;
- the regional steering committee will meet at least once a year;
- two regional "training of trainers" seminars for 15 future trainers coming from all countries involved.

**Contribution of the different partners**

**ILO**
The ILO will enable the local stakeholders in the design and implementation of the Local Economic Development Strategy through technical support and advice. The ILO has accumulated a considerable amount of experience in the field of local economic development (LED):

- Ongoing LED experiences in Mozambique and elsewhere: Two LEDAs are already operational in the Provinces of Sofala and Manica (Mozambique), one LEDAs is being created in the Provinces of Maputo and another one in Angola;

- High level expertise: ILO’s LED team can count on the cooperation with several ILO-units specialised in different areas such as: SME support, social finance, skills training, cooperative development, crisis and reconstruction, gender, project evaluation, etc. An Office-wide taskforce has been established to bring these units together for the benefit of local economic development;

- Existing resources and international networks, namely:
  - DELNET: A distance-learning programme in Spanish and Portuguese. This Programme will be extended to existing LEDAs in Mozambique and Angola, with the long-term goal of enlarging the network to the other PALOP countries (Guinea-Bissau, Cape Verde, Sao Tomé et Principe) and to French speaking Africa;
- ILS-LEDA: An international LEDA network (developing countries) that aims at facilitating the access to technology and commerce;
- EURADA: This European LEDA-network will extend its services to the least developing countries in order to achieve a north-south cooperation in the field of LED.

**UNCTAD**

UNCTAD will provide capacity-building training in international trade and trade related matters and logistical support (dissemination of information, documentation, advice, etc.) through the **TRAINFORTRADE** Central Support Team and specialized staff.

The **TRAINFORTRADE** Programme of UNCTAD has conducted the activities described below to develop training capacities in the PALOP countries:

- Port Certificate "Training of Trainers" Seminar, held in Lisbon in 1999, for potential trainers coming from all Portuguese-speaking countries;
- translation into Portuguese of the Port Certificate pedagogical material, in the framework of the protocol of cooperation between UNCTAD and Aberta University (Lisbon, Portugal);
- evaluations of training needs in the field of international trade in Mozambique and Cape Verde. Two evaluation missions will also be undertaken to Angola and Sao Tome and Principe during the first semester of 2001;
- meeting with Portuguese-speaking countries, in the framework of the Expert Meeting on Human Resources Development, held in Geneva (UNCTAD) on 15 December 2000;
- cooperation with the CPLP (Community of Portuguese-speaking Countries) in the "Training of Trainers" Seminar in 1999 in Lisbon and UNCTAD's meeting on 15 December 2000.

**Budget**

On the basis of a regional programme covering all the PALOPs, the following external resources would be required:

**Component A Local Economic Development**

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<th>Activity</th>
<th>Cost (US$)</th>
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<tr>
<td>Territorial diagnose and sensitization</td>
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<tr>
<td>Creation of LEDAs</td>
<td>800,000</td>
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<td>Establishment of guarantee funds</td>
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<td>Regional Consultants</td>
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**Component B Train for Trade**

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<td>Training Expertise</td>
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<tr>
<td>Mission and Travel</td>
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<td>Sub-contracts / Translation</td>
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