



EXECUTIVE SUMMARY

REFLECTIONS ON THE IMPLEMENTATION PROCESS AND LESSONS LEARNED FROM THE "NORTH LIMA EMPLEA Y EMPRENDE" PROJECT



Lima Metropolitan capital of Peru is divided into 4 sectors, North Lima, East Lima, South Lima and Center Lima. North Lima is made up of eight districts: Ancón, Comas, Carabaylo, Independencia, Los Olivos, Puente Piedra, San Martín de Porres y Santa Rosa, is home to a total population of more than 2'800,000 residents (26% of all Lima Metropolitan), women being 51% and young people between 15 and 29 years of age approximately 25%. In most of these districts, poverty levels range from 13 to 30% (INEI, 2018), with some localities where it would exceed 50% of the population. According to the latest INEI census (2017), more than 67 thousand people in North Lima were unemployed, which meant an employment rate of 5% (7% for women and 4% for men). With the COVID 19 pandemic, the level of employment has suffered a significant drop, estimating a current unemployment rate of around 15% throughout Metropolitan Lima (INEI, February-April 2021).

Action Against Hunger has developed the **VIVES EMPLEA Y VIVES EMPRENDE** methodologies to promote social and labor insertion in vulnerable populations.

Analysis of the problem

Four fundamental factors were identified that should be influenced to promote employments in conditions of equity and equality:

1. The capacities of young people and women for labor insertion are not adapted to the needs of the business sector, mainly due to deficiencies in the public and private educational offer.
2. Almost all the companies in North Lima (99%) are micro, small family and informal businesses that lack the necessary management skills to generate adequate employment, with a focus on rights, equity and ecological sustainability.
3. The capacities in local governments to promote employability and entrepreneurship require strengthening, mainly due to the lack of experience and knowledge to promote employment and entrepreneurship from a local economic development approach.
4. The management capacities of local governments in promoting employment are still limited given that they do not have the competencies transferred from the Ministry of Labor and Employment Promotion.

The North Lima Employ and Undertake Project.

This is implemented by Action Against Hunger and the local NGO Alternative, it is financed by the Madrid City Council and supported by the Municipal Association of North Lima. The project was implemented between February 2019 and October 2020 (21 months), in the eight Districts of North Lima, with the specific objective of “increasing the levels of employability and entrepreneurship in unemployed youth and women in vulnerable situations, ensuring gender equality and labor rights through an articulated effort of local governments, civil society and companies of the Commonwealth of North Lima, Peru”. The intervention was aimed at young people between 18 and 29 years old, and adult women between 30 and 49 years old, who are in a situation of unemployment and underemployment, and in a condition of great vulnerability.

The project laid out four expected results:

- R 1 ► Economic Development Managements of the Municipal Association of North Lima with strengthened capacities for the implementation of public policies and initiatives in employability and entrepreneurship with a focus on rights and gender equality.

- R 2 ► Young people and women have achieved their labor insertion through the development of their social skills, labor competencies and legal technical support, ensuring gender equality and full enjoyment of their labor rights.

- R 3 ► Young people and women have launched environmentally sustainable innovative entrepreneurial initiatives and through the development of their personal skills and business capacities and legal technical support, ensuring gender equality and full enjoyment of their labor rights.

- R 4 ► Local public policies have been drawn up in the space for consultation and presented to the local government for the improvement of employment and entrepreneurship in favor of young people and women with a focus on gender equality and labor rights.

For **Outcome 2**, it uses the VIVES EMPLEA methodology, the objective of which is to strengthen the competencies of people in situations of unemployment and at risk of social exclusion, focusing on improving their capacities; it does not seek to get people a job, but mainly that they themselves be able to get it.

For **Outcome 3**, it uses the VIVESEMPRENDE methodology, it is a program aimed at people in a situation or at risk of exclusion who consider entrepreneurship as an option to access the labor market. It is focused on promoting “inclusive entrepreneurship”, understood as the creation and development of businesses or self-employment by people with few resources, such as young people with low qualifications, women with family responsibilities, long-term unemployment, immigrants, and in general, people who find it more difficult to access the labor market.

Additionally, it includes 3 key cross-cutting approaches, such as:

- The gender approach: promoting the reduction of gaps, equal pay, the elimination of discrimination, and the protection of maternity.
- Compliance with labor rights: promoting decent work through worker protection measures and compliance with labor rights.
- Care of the environment: promoting business development incorporating specific measures to mitigate impacts on the environment.

Brief description of the execution of the Project

In **result 1**, training, advice, and accompaniment actions for local government officials were worked on. These actions were developed from: a Specialization Course, Technical support to economic development areas for the preparation of improvement plans and/or annual operating plans, and internships for successful experiences in Metropolitan Lima.

In **result 2**, Vives employed training programs were carried out, in which a total of 115 people (93 women) participated; 68% being young people between 18 and 29 years old, and 32% women between 30 and 50 years old. 14 companies were involved, who participated in the training process and in the job placement process. In 60% of the participants there was evidence of significant improvements in their personal capacities and social skills, perceiving in them greater self-esteem, confidence and security, and a greater capacity for development (assertive communication, organization, teamwork). 30% of the program participants managed to access a job.

In **result 3**, Vives Emprande training programs were carried out, with a total of 82 people (71 women); 56% being women from 30 to 50 years old and 44% young people from 18 to 29 years old. 65% of the participants showed improvements in their personal capacities and in the formulation of their business plans; A total of 53 participants presented their business plans to the seed capital contest and of them, 31 (27 women and 4 men) were winners, who made investments to start up or improve their businesses, with technical support from the project team. Additionally, 09 also started their ventures.

While in **result 4**, it was possible to promote and give greater dynamics to the North Lima Youth Employability and Entrepreneurship Network, based on greater dialogue and coordination with other different actors: Municipality of Metropolitan Lima, MTPE, PRODUCE, MININTER, MINJUS, universities, higher technological institutes, other NGOs and civil society organizations. The Network constitutes a space for interinstitutional dialogue, in which it is possible to prepare a document proposing a framework ordinance for policies to promote employment and youth entrepreneurship in North Lima.

In the last phase of the project, faced with the limitations and negative effects generated by Covid 19, virtual trainings were implemented for the participants of the employment and entrepreneurship training programs, and local government officials, with the aim of providing guidance that improves the adaptation of their businesses and work strategies to the next context.

The lessons learned:

Lessons learned from actions to strengthen Local Governments:

- ▶ It is crucial to work and articulate the actions with the municipal administrations linked to the promotion of employment and entrepreneurship, since their participation gives greater support to the intervention and enhances the actions and results.
- ▶ The strategic analysis is an essential component of work with the officials of the district municipalities if it is intended to incorporate in the local municipal management a vision orientated towards the promotion of local economic development.
- ▶ It is essential to influence the Local Economic Development approach, in the identification and use of the potential of the territory and the articulation between the different actors of the productive chains of North Lima.
- ▶ Technical assistance and training for municipal officials is important to formulate investment plans and projects, and with this they can specify initiatives in favor of employability and entrepreneurship.
- ▶ It is also essential to insist on the incorporation of the gender approach, starting by identifying the gaps between men and women in the area of employment and entrepreneurship, and making visible the unfavorable situation of women and young women.
- ▶ It is necessary to work on strengthening the digital skills of local government workers to maintain effective work with stakeholders in the context of Covid 19.



The lessons learned

Lecciones aprendidas de la implementación de los programas Vives Empleo y Vives Emprende:

- ▶ In the profile for the participants of the Vives Empleo Program, it is necessary to review the age range and work experience, since companies mostly seek to hire young people with proven prior experience.
- ▶ Greater flexibility is necessary in the training methodologies, seeking to focus and adapt the contents and tools to the needs and characteristics of each work group and meet the specific needs of the participants.
- ▶ At Vives Empleo, it is important to work on job placement processes in parallel with the training process. Those people who reach a job position must continue to participate in the training process and thus complete the reinforcement of their skills.
- ▶ It is necessary to achieve much more involvement of companies, with a much more comprehensive work strategy that allows a greater approach and dialogue with them, and that can identify and address their needs and interests.
- ▶ Knowledge of labor rights is a fundamental issue and trained youth, and women demonstrate broad interest and motivation in the issue.
- ▶ Establish concrete agreements on gender issues. In employment: eliminate actions of discrimination, unequal treatment or harassment, and non-compliance with labor rights in cases of family responsibility (example: working mothers). In entrepreneurship: avoiding inequalities in the family environment, joint responsibility in housework and childcare, support for woman's initiatives.
- ▶ In the case of Vives Emprende, an important criterion in the selection process is that the person has an ongoing business project or at least one already defined idea of their business.
- ▶ It is effective to promote environmental care in enterprises articulated with aspects of "circular economy", practical actions that have been valued are the following: the reduction of the use of plastics, the reuse of materials, the recycling of surplus materials to make other products.
- ▶ It is necessary to strengthen capacities in digital skills, which has been identified in the current context of COVID 19, where digital skills are now essential.

The lessons learned

Lessons learned in the inter-institutional articulation and the incidence in public policies:

- ▶ It is possible and important to strengthen interinstitutional spaces such as the North Lima Employability and Entrepreneurship Network, where different initiatives and proposals on employability and entrepreneurship, from public and private institutions and from civil society organizations can be articulated.
- ▶ The functionality of the Network as a channel for dialogue and presentation of proposals to the authorities of the Municipal Association of North Lima, but also to the Municipality of Metropolitan Lima, the Ministry of Labor and other government actors.