

# Towards Sustainable Socio-Economic Development in Improving Livelihoods

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**Abstract:** This paper critiques sustainable socio-economic issues which strive to improve livelihoods. Based on literature review, it argues for the use of local resource-based approaches, partnership, and effective participation of stakeholders. The local resource-based approach and technologies are cost-economic, distinctive and advance socio-economic growth that will sustain itself. Consequently, the paper reviews a few other countries in Africa where local resource-based approaches are a success. The paper further seeks to argue that the success of local resource-based approach in improving livelihoods towards sustainable socio-economic growth is undermined by lack of partnership policy, and minimal innovative programmes and projects. Through literature review, the sustainable socio-economic growth contribution of enterprise development, innovative public employment programmes (IPEPs) by way of skills transfer and training, creation of opportunities to earn a living, social cohesion, and quality infrastructure development is analysed. Successively, there is a discussion on the challenges faced by Governance in improving socio-economic growth. These are the inequality, discriminatory laws, policies and practices, and lack of visionary committed and accountable leadership to job creation to underpin all aspects of policymaking. As a result, the equilibrium on the inequality to fast track the socio-economic transformation is enhanced. This paper is descriptive in nature utilises human capital development approach as the theoretical lenses employs to address the challenges of unemployment, poverty so as to achieve sustainable growth and development. To arrive to its objective, the paper elucidates some of the possible solutions to assuage this challenge, among which are the need for innovative approaches such as an enabling environment for enterprise development, enforcing partnership equity policy, and inclusion of skills training in the education curriculum. Moreover, the overall value of innovative PEPs as an employment intervention strategy stimulate confidence and rekindle dignity to the participants and their family members. Consequently, transformational benefits are expected to be achieved. The paper accentuates the need for further research on the evaluation mechanism that will monitor the effectiveness of enterprise development and entrepreneurship using local labour-based resource approaches in improving livelihoods.

**Keywords:** Economic-development, Job creation, Local-development, Livelihoods, Poverty

## 1. Introduction

Improving livelihoods remain an important basis for the government in a developmental state since many developmental states are confronted with high and increasing rate of unemployment, under-employment, poverty, socio-economic injustice and inequality. Although the causes are intricate and multifarious, there are also consequences of dynamics on both the demand and supply sides of the labour market. As a result, a large proportion of the unemployed population lacks the skills and/or opportunities to earn a living and participate actively in the economy (Hausmann, 2007).

This paper is descriptive in nature in a qualitative approach to critique socio-economic issues which strive to improve livelihoods. The paper unpacks the use of the local resource-based approaches

and PEPs in six countries, partnerships and strategies in improving socio-economic development. Subsequently, the legal framework which impacts on the economic development, fair labour practices, peace, democracy and social justice is discussed and finally the paper identifies areas of further research. The Finance Minister, Tito Mboweni underlined in his budget speech of 2020 that 8.2 million youth are not in education, employment or training. Bokolo (2013:2) highlights that, it is estimated that about 24% of South Africans are willing and able to work. According to Statistics SA (2019) approximately 8.2 million (40.1%) of South Africa's 20.4 million young people aged 15 to 34 in the Quarterly Labour Force Survey (QLFS) are not in employment, education or training of any sort. Conversely, the unemployment rate increased to 27.6% in the first quarter of 2019. Moreover, at the end of the fourth quarter of 2018 the unemployment rate was 27.1%, meaning

that the unemployment rate has increased by half a percentage point work. Although the unemployment rate remained unchanged at 29.1% in Q4:2019 compared to Q3:2019.

## 2. Methods and Material

This paper is descriptive in nature and uses a qualitative approach through review of literature. Government reports and scholarly publications on partnership and training approaches are analysed. Six (6) countries are randomly sampled to evaluate the use of local resource-based approaches and PEPs which are Mozambique (Wilson, 2002), Namibia (Ministry of Works, Transport and Communication, 1997 and 1999 records), Senegal (Wade, 2004), South Africa (Clegg, 2003; McCord, 2002; Adato, 2001; Tsukamoto, no date), Tanzania (Sharma & Shuva, 2003), and Uganda (Mutabazi & Bynens, 2001). The arguments presented are drawn from critical analysis of literature review. Deriving from this source of data the contribution of enterprise development to sustain socio-economic growth through innovative PEPs by way of job creation, skills transfer and training, and quality infrastructure development is analysed. The description and hindrance of the use of local resource-based approach is discussed drawing from the ILO, 2010. Kluge *et al.* (2017) argue that skills development yields positive sustainable results if combined with entrepreneurship. Hence, partnerships and good governance are analysed (Scoppetta, 2013; Niklasson & Ogwenyo, 2019). Moreover, Bradshaw (2006) explores how five competing theories of poverty shape anti-poverty strategies. Furthermore, the importance of enterprise development and private business is accentuated (Donovan, 2017).

## 3. Policy

A policy serves as a guide on how investments are channelled and utilised. For that reason, linkage on policies aimed at poverty alleviation, employment creation and social-economic transformation are crucial as they must all aim in the same direction. Consequently, developing proactive, innovative approaches to create jobs that underpin all aspects of microeconomic policymaking is important. In essence, economic policies are instrumental in building up local economies but sometimes biased against the use of local resources such as small companies that are unable to obtain credit due to high interest rates. However, the promotion

of the use of local equipment can be hindered by importing which might seem cheaper when currencies are overvalued than local. Hence, appropriate and supportive policies are essential to influence infrastructure investment decisions, processes and actions towards local resource-based approaches that will optimize the impact on employment creation and poverty reduction (ILO, 2010).

Many developing countries had positive experiences on the project-based, with the use of local resource-based approaches. In Mozambique the use of the local labour-based method was durable on the Feeder Road programme (FRP). As a result, it created more than 40 000 work opportunities on an 8 million worker-days of employment (Wilson, 2002). Basically, Namibia's labour-based works policy was developed using an integrated broad-based active participative process which was supported by different forums and statutory policy structures (Ministry of Works, Transport and Communication, 1997, 1999). Furthermore, the labour-based approach was successfully used in Uganda as the labour-based policy promotion committee (LAPPCOM). This committee dealt with poverty eradication action plan (PEAP), formulation of a comprehensive labour-based policy for public investment, initiated and coordinated capacity-building activities for policy implementation. However, the public investment plan (PIP) was less successful due to lack of criteria when screening projects (Mutabazi & Bynens, 2001). Sharma and Shuva (2003) asserts that in Tanzania, an appropriate technology unit (ATU) in the Ministry of Works, was made responsible for the development and implementation of appropriate technological approaches, based on the use of locally available resources. While in Senegal, Public Works and Employment Agency, which is known as *Agence d'Exécution des Travaux d'Intérêt Public* (AGETIP), acquired a virtual monopoly in construction contract management and was granted special legal status (Wade, 2004).

The public employment programmes (PEPs) are often defined by multiple objectives and theoretical underpinnings which are creation of work opportunities on participants involved and income security which is usually received as a stipend (Tsukamoto, no year: 5). Consequently, the programme usually benefits the public as participants utilise labour-intensive method in creating assets and services. Planners should be innovative when establishing programmes and projects. It is evident that there is a synergy between the expanded public works programme (EPWP) and PEP.

For the reason that the EPWP in South Africa draws its mandate from the government and its social partners in a growth and development summit (GDS) convened in 2003 and later adopted by Cabinet in November 2003. Clegg (2003:2) confirms that EPWP is an instrument for creating a high volume of employment in the short-term. He further proclaims that, it is in a context of chronic of unemployment which maybe a consequence of acute social and political struggles. According to Adato (2002:1-36), the EPWP intervenes for the marginalised group into the formal labour market. The above excerpt elucidates that EPWP is one of the government-led strategy aimed at decreasing unemployment, poverty, and inequality which targets women, youth, and people with disabilities. The programme further improves efficiently and effectively service delivery by transferring skills to participants, whilst gaining labour-based work experience on-the-job training and skills using goods and services funding.

#### 4. Local Resource-Based Approach

A local resource-based approach can be described as a tactic which promotes the use of local labour and skills, enterprises, institutions, material, methods, processes, and natural resources in a cost effective, efficient and economical way without compromising quality (ILO, 2010:14). This approach promotes the principle of using manual methods instead of machines to complete tasks such as construction. Local economy is augmented which inspires local markets and entrepreneurship subsequently lead to the creation of work opportunities that leads to sustainable job opportunities. Besides, this approach improves the well-being by providing social and economic infrastructure assets and facilities. Moreover, employment-friendly technologies are applied across sectors which include social, environment and culture, and infrastructure. ILO further accentuates that the process optimizes the social and economic impact of investments in infrastructure by ensuring that these investments are channelled through the local economy. For the purpose of creating job opportunities and stimulating local markets, entrepreneurship and industry, while safeguarding cost effectiveness, quality and sustainable asset delivery.

The ILO (2010) emphasises that local capacities and materials are used to the paramount possible extent, but without adversely affecting the costs and quality of the specified works. Factories should be opened locally to manufacture these required technologies.

The benefits of using the local resource-based factories and technology are that skills will be developed and job creation enhanced. Kluve *et al.* (2017:147) assert that skills training appeared more likely to effectuate some impacts on employment and earnings. Ideally, if combined with entrepreneurship it yields positive sustainable results. Specifically reflects merits of combining supply and demand support interventions. As a result, tangible evidence about the effects of human capital investment is provided (Kluve *et al.*, 2017). Culture, experience, and the use of local suppliers will definitely be reasonable, and promoted. The theory on poverty caused by culture asserts that local business, entrepreneurship and micro-enterprise are often oversold (Goldstein, 2001). Consequently, experience economic booming and families respect thus characterises decent work by equality in terms of income, security and dignity.

The ILO (2010) avows that decent work involve opportunities for work that: (i) are productive and provide a fair income; (ii) provide work security and social protection for workers and their families; (iii) offer prospects for personal development and encourage social integration; (iv) give people the freedom of expression, to organize and to participate in decision-making that affects their lives; (v) protect against exploitation of the under-age; and (vi) guarantee equal opportunities and treatment for all.

#### 5. Strategic Partnerships and Partnership Policy

Partnerships are seen as an instrumental mechanism for stimulating more sustainable socio-economic development and the attainment of the sustainable development goals (SDGs). They are a mechanism to enhance employment opportunities. Consequently, eradicate poverty, diminution underemployment and dwindle unemployment can be aided by considering analysis of legislative frameworks such as Labour Relations (LRA) Act (66 of 1995), Basic Conditions of Employment (BCEA) Act (2019), and Skills Development (SDA) Act (97 of 1998). Hence, the LRA (66 of 1995) not only protect everyone in the workplace but also promote economic development, fair labour practices, peace, democracy and social justice. Conversely, the International Labour Organisation (ILO) (2010) argues for the use of local resource as a key to address poverty and unemployment. Their advantage is that there is active broader involvement of stakeholders, adequate consultation that enable

integrated approaches to deal with multidimensional problems. That is why the Basic Conditions of Employment Act (BCEA) (2019) gives effect to the right to fair labour practices, as referred to in Section 23(1) of the Constitution of South Africa. In order to achieve SDGs, strategic partnerships should be established at the policy level to enhance policy planning and delivery as well as service implementation at the local level. Significantly, in partnerships it is imperative to use specific performance indicators, sanctions, and risk allocation inspired by transaction cost theory and principal-agent theory. Brown, Potoski and van Slyke (2016) emphasise on good relationship, collaborative and network governance in order to realise good performance even if contracts are incomplete. In addition, the latter theory builds on neo-economic institutionalism but acknowledges the incomplete nature of contracts.

In South Africa, the National Economic Development and Labour Council (NEDLAC) was established by Labour Relations Act statute in 1995. It is the high-level decision making body that provide a structure for the government to meet regularly, on a national level, with organised business, labour and community groupings to discuss and try to reach consensus on issues which strive to promote the goals of economic growth, participation in economic decision making, economic and social equity policy. NEDLAC is responsible for allocating funds in line with the employment-intensity of delivery (NEDLAC, 1995). Samson, Viljoen & Roux (2019:28) avers that "South Africa is the microcosm of the entire global socio-economic construct, with advanced structures and social systems operating alongside and amidst poverty, chronic unemployment, and significant inequalities". Subsequently stimulates the use of traditional methods that promote a more labour-absorbing industrialisation path with a particular emphasis on tradable labour-absorbing goods and services, and economic linkages that galvanise employment creation. The EPWP confirms the aforementioned notion as a labour intensive driven programme which was introduced as a policy response to the high incidence of unemployment amongst youth, women, and people with disabilities in South Africans. (McCord, 2002).

The partnership is a main key in sustainable economic development and the African Union Commission (2015) accentuated that the strategic partnership policy should be articulated. Scoppetta (2013) affirms that partnerships have been shown to help foster

employment, social cohesion, economic development, environmental sustainability and quality of life within the European Union (EU). The European Economic and Social Committee (2010) states that partnership is a key instrument of collective commitment, and contributes to better efficiency of public expenditure and public policies. Partnerships are used in the European Social Fund (ESF) as a governance mechanism as well as territorial alliances aimed at mobilising reforms in the field of employment and labour market inclusiveness. They are further used to support policy linkages that promote growth and prosperity by reducing economic, social and territorial disparities through encouraging employment and social inclusion at all governance levels (COP, 2012). Donovan (2017) accentuates that enterprise development and private businesses can reduce poverty, strengthen livelihoods, and promote economic growth and entrepreneurship. He further encourages active participation, equity, building of financial support and management capacity for community organisations. Bradshaw (2006) explores how five competing theories of poverty shape anti-poverty strategies. These theories amongst others with anti-poverty strategies are:

- Poverty caused by individual deficiency (Levitan, Mangum, Mangum & Sum, 2003: 59-72) encourages individual active work participation.
- Poverty caused by cultural belief systems that support sub-cultures of poverty – Goetz (2003:3-20); Goering, Feins and Richardson (2003:3-32) suggest that new culture might even help the family to emerge from poverty. Local crafts cooperatives are identified amongst the traditions of small business and entrepreneurship found in subcultures. Thus, micro-enterprise are often oversold (Goldstein, 2001).
- Structure of poverty perspective – If poverty is informed by the system, Rank (2004) stresses that exert pressure from social movements to forcefully change it. Furthermore, involve public pressure such as unions, partnership as employee ownership. Page and Simmons (2000) emphasise policy process, establishment of community banks, and active participation on community structures. Quigley (2003) advocates for a constitutional amendment to guarantee a job to anyone who wants one and to guarantee that anyone working full time would be able to earn a living wage.

- Poverty caused by economic, political, and social distortions or discrimination – This theory causes people to have limited opportunities and resources with which to achieve income and well-being (Rank, Yoon & Hirschl, 2003). Blakely and Bradshaw (2002) encourage building creative communities and local industry improvement. Florida (2002) emphasises enterprise redevelopment, channelling private investments, and encourages programs that improves conditions on development. Bradshaw (2000, 2006) argues that wages were strategically kept low and discrimination detached from skill. Moreover, education and training are overemphasised although the culture of learning is under siege as educators are under trained. Hence, most of the time poor people obtain low achievement. As a result, social systems are flawed and should be radically transformed.
- Poverty caused by geographical disparities – This is a spatial expression of the capitalist system. The geographically based theories of poverty build on the other aforementioned theories. Florida (2002) avows on building creative communities. Furthermore, integrating economic development through community development approach in order to focus where poverty is rampant.
- Blakely and Bradshaw (2002) accentuate on improving local industry competitiveness through cluster development.
- Poverty caused by cumulative and cyclical Interdependencies – complex solution is needed. Miller, Mastuera, Chao & Sadowski (2004) argue for the interdependent elements of self-sufficiency which are education and skills etc.

Khumalo (2014) affirms that poverty remains a calamity in Africa. Subsequently, it advocates for a multi-stakeholder approach on the structural issues that perpetuate poverty. Heads of Public Employment Services (HoPES) (2011) regards partnership approach as key by PES within three below areas of concern:

- Partnerships at the local level to ensure a co-ordinated strategic service offer;
- Enhanced employers and providers of education and training services with cooperation in order to improve training provided; and

- Development or optimisation of sub-contracting for specialised services.

## **6. Strategies and the Governance Challenge in Improving the Sustainable Economic Development**

Good governance plays a pivotal role in sustainable economic development. Niklasson *et al.* (2019) assert that lack of efficient government in poor countries is a major barrier for economic and social development. They further elucidate that the social economic and political strategy should ensure equal opportunities, reduce inequality, and eliminate discriminatory laws, policies and practices. This will be realised by adopting policies intended to achieve equality. As a result, the global society should be facilitated in a planned, safe, orderly, and well managed migration policy. "The nothing about us without us" motto is significant that is the reason why representation and verbal expression for the developing countries in global international economic and financial institutions should be enhanced. For the economy to grow, it is imperative for the marginalised poor people to have access to foreign direct investment, financial flows and official development assistance. The Industrial Development Corporation (IDC) and other partners are affirmed to fund women-empowered businesses (SoNA, 2020:16). Niklasson & Ogweno (2019) further confirm that industrialization, trade, increasing productivity and technology upgrading are the necessities to achieve growth.

According to European PES (2020:8), partnership is encouraged and job seekers should be matched with sustainable outcomes as opposed to free-lance employment. At the same time, employers are stimulated to respond to labour market transitions, including demographic aspects of workforce development and appropriate skills investment. In fact, PES should be flexible, evidence-based, and employment outcome focussed organisations. Subsequently efficient services driven to improve customer satisfaction and the effectiveness of PES interventions are promoted. Meanwhile empowerment is over-emphasised through life-long learning. Thus innovation to explore and improve products or services, and methodologies should be enhanced with the involvements of PES. European PES can promote integration by encouraging innovation and provide strong leverage to improve the implementation of European employment policy and strategy (European PES, 2020:9-10).

## 7. Critical Factors for Success

To achieve the envisaged sustainable development goals using local resource-based approach the most critical factors and processes for success should be clearly identified and acted upon. The active involvement of the target group which is women, youth and people with physical challenges in all phases from designing and planning on the local-based resources is crucial. Team cohesiveness from both public and vibrant private sector is needed. This will increase their knowledge and provide transformative skills to be transferred. Furthermore, the effective community should be able to emphasise local resources and identify efficient broader programmes crafted from policies will be able to breach the gap of unemployment and poverty.

## 8. Potential Risks or Perils and Mitigation Measures to Expedite the Realisation of Sustainability

The use of local-based resources including natural resources is encouraged. However, climate change will continue to adversely impact sustainable development. The African Union Commission (2015) elucidates that Africa has also limited capacity for disaster preparedness and prevention, and every natural disaster leaves a trail of human and material destruction. Disaster preparedness and prevention should be promoted. The high rate of unskilled and few training institutions should be converted by promoting skills revolution that are desired in the market to deal with the 4<sup>th</sup> industrial revolution and a paradigm shift in the education and accredited training strategy. Ideally, the Skills Development Act (SDA) (97 of 1998) aims to improve livelihoods as it expands the knowledge and competencies of the labour force in order to improve productivity and employment. Consequently, improve the quality of life of workers. Subsequently locals will be able to establish and sustain local business such as factories instead of importing equipments, quality material.

Funding is a challenge on small companies but if the Government can vigorously review partnership macro policy that redirect credible financial institutions to be easily accessible and assist with financial management. SoNA (2020) declares that "the National Youth Development Agency (NYDA) and the Department of Small Business Development (DSBD) will provide grant funding

and business support to 1 000 young entrepreneurs". Furthermore, it enunciates that Government will lead a youth employment initiative which will be funded from the 1% of the budget to combat the high echelons of youth unemployment. This will have the positive impact in the economy and improve livelihoods as the youth is the future of a country. Underemployment and unemployed are pervasively high whereas other people have trade or gift which is not recognised. Therefore, recognition and nurturing of skill or trade prior learning by community members and institutions is pivotal important. A structured support, vigorous capacity building and growth for the purpose of transferring and or assisted to start own big company will definitely create sustainable jobs.

Programmes and projects are implemented by Public bodies but recycling of participants is a challenge, hence, it is imperative to establish exit strategies such as learnership with private or public companies, internship, and placement where possible as Entrepreneurs in order to gain experience and skills. SoNA (2020:15) alluded to the aforementioned challenge by pronouncing that the Government is scaling up the Youth Employment Service, working with TVET colleges and the private sector to ensure that more learners receive practical experience in the workplace to complete their training.

## 9. Trends Driving Industry Change

The Fourth Industrial Revolution (FIR) is transforming technologies, solutions and business models in most sectors including EPWP. Consequently, it has the potential to radically change the way people consume products and services. Technologies if they cannot be avoided in the mines, tele-education, and health care should be improved toward promoting overall well-being. Subsequently, enhance more informed decision making and enable more sustainable and safer operations. Samson, Viljoen & Roux (2019:69) avow that "Artificial Intelligence and Robotics has created digital technologies that enable smart grids and energy system efficiency that provide innovation". That is why participants in IPEPs should be capacitated on how to design, operate, and maintain the technologies in use. Collaboration of stakeholders' business, labour, communities and government are very critical. SoNA (2020:19) asserts that Agriculture is one of the industries with the greatest potential for growth. Consequently the industry should be transformed, land redistribution

accelerated, and agricultural production expanded. SoNA reveals that the Government is planning to designate 1000 locally produced products that must be procured from Small, Medium and Micro (SMMEs) Enterprises to create a larger market for small businesses (2020:16). This will improve livelihoods and realise positive impacts on economic growth which is supported by the motto which say *when you empower a women, you empower the nation*. European PES (No date: 7) affirms training and capacity building by aligning more closely the education systems, labour markets and investment in transformative skills that is needed.

### **10. Visionary, Committed and Accountable Leadership**

There is a need for visionary leadership in all areas such as politics, industry, culture, business, and science who are willing, committed and have capacity to implement. Political commitments should be deciphered into programmes that will bring about substantial progress. Creation of decent work requires better integrated policy coherence, cross-sector integration of economic and social goals, and improved labour market research. Visionary leaders should be innovative and responsive.

The ANC-led Government is committed to youth and women business empowerment by strategically identifying stakeholders that will assist in providing access to business skills training, funding and market facilitation. The Government is also fundamentally changing on how young people are prepared for the future of work, providing shorter, more flexible courses in specific skills that employers in fast-growing sectors need. The Government is further developing new and innovative ways to support youth entrepreneurship and self-employment (SoNA, 2020:15-16). Poverty will be alleviated, sustainable jobs will be created, and livelihoods will be improved if planned, monitored and managed appropriately. The Southern African Development Community (SADC) (No date) asserts that education, training and skills acquisition are an integral part of employment policies.

The EPWP encourages on local resources such as labour on classical economic theories and argues in terms of efficiency and economies of scale. According to the National Department of Public Works (NDPW) (2003), EPWP adopted the community-based labour-intensive methods in the provision

of basic infrastructure, construction of low-income housing and schools, investment in access roads, community markets etc. ILO (1999) and NDPW (2003) emphasise on employment-intensive where optimal use is made of labour as the predominant resource in infrastructure projects, while ensuring the cost-effectiveness and safe guarding quality.

Nortje & Maswangayi (2014) divulge that professor Hausmann, former advisor for former president Thabo Mbeki on Accelerated and Shared Growth initiatives declared his disappointment on the failure of government to implement or act on actual policies that were supportive of economic growth and had priorities other than including marginalised members of the economy. He further criticised the lack of political commitment to shared growth and government's failure to address the skills constraints on the economy. UN (2008) asserts that many developing countries, sustainable social and economic development in the region was weighed down by unemployment, low-wage and insecure jobs, low productivity and social protection. Besides, employment of sufficient quality was promoted to lift people out of poverty in a sustainable way. Kganyago (2016) reveals that South Africa is suffering from a combination of stagnant economic growth and rising inflation. As a result, SoNA (2020:16) proclaims that the Procurement Bill is underway as part of the Government efforts to empower black and emerging businesses, and advance radical economic transformation.

### **11. Conclusion and Recommendations**

It has been observed from the above excerpt that large proportion of the unemployed population lacks the skills needed by the market (Hausmann, 2007). Skills training should be combined with entrepreneurship and funding in order to yield positive sustainable results (Kluve, Puerto, Robalino, Romero, Rother, Stöterau, Weidenkaff & Witte, 2017). Therefore, the strategy for creating decent work should be accelerated and linking unemployed Business Management graduates with current local businesses implemented to provide on-going support (ILO, 2010). Furthermore, alignment of the education systems, labour markets and investment in transformative skills is needed (European PES, No date: 7; SADC, No date). If political leadership can be committed with adequate micro-economic policies (partnership and skills transfer policy) can be established and enhanced, flexibility in the labour

market, finance and security of workers on sufficient quality work can be reinforced (Niklasson *et al.*, 2019; Nortje & Maswangayi, 2014). As an option for creating productive employment, the Government should create and support an enabling environment for small business development in order to stimulate self-help initiatives such as Cooperatives and Entrepreneurs (SoNA, 2020; Donovan, 2017). The strategy for creating decent work should be accelerated as it will promote quality employment that will revitalise people out of poverty in a sustainable way (ILO, 2010). If sustainable and inclusive growth policies, industrialisation and technology transfer are implemented definitely transformational benefits are expected to be achieved (Niklasson & Ogwen, 2019). The analysis of the use of partnerships in other countries such as EU provided evidence that partnerships have become an important policy tool and action. However, close monitoring is required to detect early personal interests that will sabotage the project goal (Scoppetta, 2013). Although partnership promotes close relationship with joint decision-making and shared commitment of partners. It is evident that available local resources should be identified and results based approach with concrete targets measured, and monitored appropriately.

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