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Social marketing for better job quality in micro and small enterprises in Ghana



Metal workers at Accra's timber market, Accra, Ghana, 2002

by
Chris Seeley

InFocus Programme on Boosting Employment
through Small Enterprise Development
Job Creation and Enterprise Department



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Foreword

The quality of employment in micro and small enterprises (MSEs) is generally low compared to larger enterprises, countries' labour legislation and International Labour Standards. For example, an in-depth study of enterprises in Ghana (where the social marketing campaign described in this paper took place) found job quality to be especially low with regard to representation, equal treatment of women and men, occupational safety and health, and social security. Yet, improving the quality of work does not rank high on the agenda of the main development agencies or, generally, of governments in developing countries. Nor do many MSE employers accord it high priority. Their main concern is more often the bottom line, survival, and related needs such as affordable credit or maintaining market share. Most compete on price, regarding job quality improvements as an unnecessary cost. Workers in MSEs appear to accept this reasoning and consider low job quality as inevitable in their sector.

The consequences low job quality can have for productivity (and therefore business performance and incomes) are not recognised by either MSE workers or employers. As well as accepting low job quality as an inevitable part of work-life in MSEs, this is another reason why MSE employers do not take action for better job quality, and end up perpetuating a vicious circle of low quality of employment, low productivity, low incomes and therefore poverty.

Improving the quality of work in MSEs is central to the mission and programme of the ILO's International Focus Programme Boosting Employment through Small Enterprise Development (SEED). It considers this a precondition to a healthy MSE sector that contributes to economic as well as social development. More Decent Work in MSEs is important both in terms of the rights of workers and employers as well as the growth of enterprises and the creation of more jobs. SEED has mainstreamed job quality concerns in its strategies and tools for promoting more and better jobs in MSEs. Training is one such tool, which, however, due to limited capacities and high cost, reaches only relatively few. Using mass media holds promise for reaching out to many more MSE employers and workers.

This paper tells the story of a pilot social marketing campaign for better job quality in MSEs in Ghana that was designed and carried out between 2001 and 2003. The campaign explored the potential of using radio and television to motivate and help informal MSEs in developing countries to improve their working conditions. In spite of the short duration of the actual campaign, significant impact was achieved, and lessons were learned that are being applied in India, Viet Nam and the Gambia, as well as in continuation of the work in Ghana. We believe that through this pilot campaign we have gained an important tool in our efforts to promote Decent Work for men and women through small enterprises.

Kees van der Ree,
Director a.i.
InFocus Programme on Boosting Employment
through Small Enterprise Development

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Executive summary

From January to April 2003, a social marketing campaign for better job quality, occupational safety and health in particular, was conducted in the Accra/Tema area of Ghana. It was the culmination of more than a year of preparatory work, coordinated and funded by the ILO's InFocus Programme on Boosting Employment through Small Enterprise Development (SEED). This included a background study on the potential of social marketing to influence attitudes and behaviour of MSE workers and employers, which drew on international experience, and field research to identify priority job quality concerns in Ghanaian MSEs.

The project was a pilot that aimed to assess the extent to which mass media campaigns could contribute to improving job quality in MSEs, and to generate knowledge and experience that could be used in similar campaigns elsewhere. The campaign brought together Ghanaian stakeholders, including the ILO's tripartite constituents, and external expertise from SEED, the New Academy of Business, and a London-based advertising agency. Its implementation was managed by EMPRETEC Ghana Foundation, and overseen by an Advisory Committee made up of Government, employers' and workers' representatives as well as MSE and communication experts.

Among many possible aspects of job quality, the campaign addressed occupational safety and health because this was identified as a priority concern both in terms of actual conditions and workers' and employers' perceptions. The campaign was built around the story of a character, Kofi Brokeman (an affectionate nickname for someone who never has any money), a well-meaning MSE worker, at first ignorant of safety and health issues, who gradually learns through his mistakes and the good example set by his friend, Nyame Bekyere ("God's Gift"), and prospers as a result. The story was put across through radio and TV commercials. The campaign also made use of discussion programmes, phone-ins, a jingle, and the strap-line "Safety at Work: Good for You, Good for your Pocket".

An impact assessment showed that 56 to 85 per cent of respondents had heard and/or seen the campaign (depending on whether or not they had been sensitised before) and that 90 per cent of these recalled the messages accurately – an estimated 292,300 MSE workers and employers, at a cost of \$0.38 per individual. Some 90 per cent of this group reported to have been motivated to make improvements at the workplace. Changes were noted in particular with regard to tidiness and cleanliness, and some with respect to the quality of light and ventilation.

A sustained campaign would be required for a more wide-spread and lasting effect on attitudes as well as behaviour. Yet, this pilot has demonstrated that mass media can be used to put across simple messages on occupational safety and health and can result in workers and employers taking action to improve their work environment. Further lessons learned are that a campaign such as this provides an opportunity to bring together stakeholders who have never jointly considered and discussed MSE job quality issues before; that a stories format is an effective way of attracting an MSE audience and putting across a message; and that early action to attract private sector sponsorship is essential for ensuring continuity. The Ghanaian experience is already influencing the planning of campaigns in India, Viet Nam and the Gambia.

Acronyms

MSEs Micro and small enterprises

SEED InFocus Programme on Boosting Employment through Small Enterprise Development

ILO International Labour Organization

NAB New Academy of Business

EGF EMPRETEC Ghana Foundation

1. Background to the project: How the pilot campaign came about

1.1 Initial feasibility study on social marketing for MSE development

In 2000, the International Labour Organization's InFocus programme on Boosting Employment through Small Enterprise Development (ILO-SEED)¹ commissioned the New Academy of Business (NAB)² to conduct a study which would for the first time explore the potential for using mass media to reach MSEs with marketing messages about job quality. More conventional approaches to job quality, such as training programmes and workbooks, are most effective when used in larger businesses, where managers and employees have greater resources at their disposal for developing their business. Such approaches can be expensive to deliver, and hard to cost-justify on a mass market basis. In addition, many people working in micro and small enterprises do not consider the need to improve working conditions, or job quality in general, to be a major priority. The immediate concerns of survival are more pressing. This study sought to develop generic marketing and communications strategies that could promote the benefits of improving job quality (occupational health and safety, in particular) to MSEs and increase knowledge and awareness of these issues amongst the target market.

The term job quality refers to a range of interconnected employment concerns, brought together in the ILO concept of *decent work*. Broken down into its various aspects, job quality refers specifically to:

- Remuneration levels – Fair salary payments, fringe benefits (with legislation and the poverty line as a reference).
- Conditions of work – Reasonable working time including leave, maternity protection, work-family support, absence of harassment and violence.
- Safety and health concerns – Prevention of occupational accidents and diseases, containment of environmental hazards, promotion of health in the workplace.
- Job security – Employment contracts, the length of tenure.
- Human resource development and management – Education and education opportunities for workers, prospects of promotion and incentives for improvement, use of contemporary management methods, sound industrial relations practices.
- Social security – Mechanisms for health, life, disability and unemployment insurance, pension schemes.
- Equality at work – Equal pay, absence of discrimination.
- Freedom of association – Freedom of association and opportunities for participation and involvement, collective bargaining.
- Freely chosen employment – Absence of bonded labour and exploitative apprenticeship arrangements.
- Child labour – Absence of hazardous forms of child labour.

¹ www.ilo.org/seed, tel. +41 22 799 6862.

² www.new-academy.ac.uk, tel. +44 1225 388648.

When job quality is low, enterprises generally experience high levels of absenteeism, unnecessary overtime, high staff turnover, high rates of product rejects and reworking, all of which contribute to poor productivity. All of this has a negative impact on business performance and therefore incomes, keeping people poor. Many workers and enterprise owners see their productive life cut short by work-related accidents and disease, with immediate effects on the lives of their family members.

It has been demonstrated that through low-cost improvements to working conditions, enterprises can generate higher profits rapidly.³ Changes can often be implemented quickly with immediate results. More efficient production methods, better quality products and services, and enhanced workplace relationships are among the positive outcomes of better working conditions. The ILO's experience shows that low-cost improvements result in better jobs and better business, and eventually a growth in income and employment. Since many of the poor in developing countries depend on micro and small enterprises for their livelihood, work on improving job quality in this sector can improve their living conditions significantly.

A major focus of the initial study was the development of seven case studies that had particular relevance to the theme of improving job quality in the micro enterprise target group. The case studies were carried out at business service and social marketing organizations in Botswana, Fiji, Mongolia, Philippines, South Africa, United States and United Kingdom.

The study also included four interrelated literature reviews:

- social marketing theory and practice;
- how MSEs develop, grow and prosper;
- use of mass media in campaigns to target workplace productivity; and
- mass media utilisation to reach the MSE sector in developing countries.

Overall there tended to be much greater availability of appropriate literature (including case studies) on social marketing and MSE development respectively as compared to material on mass media utilisation for productivity campaigns and for reaching the MSE sector in developing countries. The limited availability of specific literature on these topics suggests that this is an area which has not previously been researched.

Together, the results of the case studies and literature reviews suggested that ILO would be well placed to make use of mass media campaigns to reach MSEs with job quality messages if they take account of the key lessons learned from the feasibility study:

- Take time to develop messages extremely carefully... but avoid designing them by committee as this can result in bland, diluted messages.
- Building close partnership and goodwill between social marketing subcontractors, funders, Government workers, industry groups, employers and project managers is essential.

³ See for instance Kogi, K., Wai-On Phoon and Thurman, J.E., 1989. *Low-Cost Ways of Improving Working Conditions: 100 Examples from Asia*, ILO, and a forthcoming volume of enterprise cases that will be placed on the SEED website.

- Messages have to compete with global quality branding. Practically, this means that any social marketing campaigns need to be produced to a standard comparable to the highest quality available locally.
- Mass media campaigns need to be integrated with complementary interventions to maximise impact and avoid unnecessary duplication of effort.
- Clear, easy *calls to action* are necessary. This means that any social marketing messages need to offer succinct guidance for target markets about suggested changes in behaviour and the benefits of such changes.
- Messages need to be simple and positive, amplifying existing motivations and behaviours (rather than calling for complicated change).
- Evaluations need to be both qualitative and quantitative such that attitudes and opinions are captured as well as statistical information such as viewing figures.
- Patience is needed! Whilst social marketing campaigns can be designed and produced quickly, one of the key benefits of such projects is the ability to convene interest groups to raise awareness of issues (such as job quality). This is important work and it takes time for trusting working relationships to build between project partners such that interest and commitment for the issue can be sustained over time.

These feasibility study results⁴ indicated that such a social marketing campaign could be an effective and efficient way of reaching MSEs with job quality messages, and ILO-SEED decided to proceed with a pilot campaign in one of its *Decent Work Pilot Programme* countries, where job quality issues were being specifically addressed in a comprehensive framework. The objectives were to test the strategies that had been suggested by the study and generate knowledge that could be used for campaigns worldwide, in addition to having an immediate impact on job quality in the targeted MSEs. The project also aimed to develop and test appropriate impact assessment methodologies.

1.2 Choosing Ghana for the pilot campaign

Ghana was chosen by ILO-SEED and NAB for the pilot programme for a number of reasons:

- high level of entrepreneurial activity (e.g., textiles and clothing, other crafts, light engineering, sheet metal work, mechanics, hairdressers, agribusiness, food processing and small restaurants);
- low level of job quality in MSEs and a relatively high level of awareness amongst development professionals of this reality in Ghana;
- good level of existing relationships and contacts in the area (Ghana is one of the priority countries for ILO's activities to promote Decent Work through an integrated programme);

⁴ For more details, see the full report: Murphy, D.F. and Seeley, C. 2001, Marketing job quality and decent work to micro and small enterprises: A study on the use of mass media in improving job quality and the application of core labour standards in MSEs, ILO-SEED.

- reasonably well developed media infrastructure;
- densely populated area (in and around the capital city, Accra);
- political stability;
- fewer, rather than more, local languages; and
- availability of funding for this work under the ILO’s “Jobs for Africa” programme.

These criteria were developed such that the pilot campaign had the best chance of providing a rich environment in which to learn about what kinds of issues arise in the development of a successful campaign. Clearly, conditions as favourable as those found in Ghana are not prevalent everywhere and this will affect both the scope and level of influence of campaigns in other locations as well as the choice and availability of mass media.

There was scope within the pilot social marketing campaign in Ghana to consider any aspect of job quality when formulating messages. Local research indicated that health and safety and job security are particularly important in the Ghanaian context – however, other issues such as employer-worker transparency, mutually beneficial working relationships, and respect and trust may offer more visual and aspirational channels for enhancing job quality at the local level.

1.3 How this campaign dovetails other work in Ghana

Job quality-related business development services targeted at larger small as well as medium size companies in Ghana are provided by EMPRETEC Ghana Foundation (EGF),⁵ an Accra-based organization offering business training, counselling, start-up advice and consultancy services. EGF is well connected with Government, Employers’ and Industry interest groups, and was engaged to provide overall management for the pilot campaign, as well as research services for the evaluation. Following assistance from ILO-SEED in materials development and training of trainers, EGF is providing in-depth job quality training (60 enterprises were reached so far) and has produced a video with case studies of enterprises that improved their performance as a result of better working conditions.⁶ In 2001, EGF carried out a detailed survey of job quality issues amongst the small business sector in Ghana.⁷ This local research indicated that safety and health issues and job security are particularly important in the Ghanaian context and it was decided by the EGF, ILO and NAB teams that the social marketing pilot campaign would concentrate on low cost interventions focussing on workplace safety and health.

The information and training needs of micro and small businesses, including in the informal economy, are provided for via FIT-Ghana,⁸ another Accra-based organization. FIT facilitates the development of business services and is involved in the promotion of commercial radio programmes for the sector that cover current affairs, provide information on markets and good business practices, and offer business owners the opportunity to voice their concerns. With support from ILO-SEED, FIT-Ghana has provided training for independent consultants and

⁵ www.ghana-business.com, tel. +233 21 010203-7, 226090, 231238.

⁶ *Job Quality: The Basis for Good Business* can be obtained in VCD or VHS format from EMPRETEC Ghana Foundation or from SEED.

⁷ See note 5.

⁸ fitghana@ghana.com, tel. +233 21 222323.

trainers working with small businesses, including working with 40 such trainers on job quality issues. These trainers largely target micro enterprises in the informal economy, using “Improving Business through Better Working Conditions”, a programme first developed with FIT- Uganda. In a matter of a few months they provided this training to 400 enterprises, with no other financial support than for promotion.

Training can reach only few enterprises. Within the Ghanaian context, this pilot social marketing campaign aimed for the first time to provide large numbers of micro enterprises in the Accra/Tema area with messages that would motivate them to improve job quality. It was also expected that the campaign would stimulate the demand for job quality-related training, while SEED was at the same time working on improving supply.

2. Story of the pilot campaign: The process of planning and implementing the campaign

2.1 Timeframe

The project was carried out between August 2001 and June 2003. Gradually, ownership and control of the project shifted from Geneva and the UK to Accra, as the EGF team took on direct responsibility for managing and subcontracting local partners. The campaign itself was aired over a four-month period between January and April 2003 and the evaluation carried out during May-June 2003. For most of 2002, the project was effectively on hold pending further funding, making the total elapsed time 23 months, of which approximately 12 months were “active”.

2.2 Designing the campaign

Following the conclusion of the feasibility study, the pilot campaign began with an initial ideas-generating meeting in May 2001. The meeting was hosted at the London offices of St. Luke’s, a highly regarded advertising agency with an interest in social issues, and was attended by marketing and business development services experts and development professionals. The campaign excited great interest and many of the industry attendees, from as far afield as Los Angeles, offered their time and assistance on a voluntary basis.

This meeting resulted in the production of a creative brief and the first ILO-SEED mission of the pilot campaign to Ghana taking place in August 2001. In addition, the New Academy of Business arranged for St. Luke’s to resource a team of four of their creative and production team to go to Ghana later in the year and work on the first phases of the campaign together with local professionals. This work was carried out by St. Luke’s on a pro bono basis as part of their “social shares time bank” scheme.

The purpose of the first mission in August 2001 was to prepare the ground for the creative work by finding a Ghana-based social marketing supplier to work with, and starting to assess which parts of the MSE sector to target. In addition, we (ILO and the New Academy of Business) spent time visiting the ILO’s tripartite partners in order to gauge levels of interest and start to convene a framework of support around the project.

After presentations from several potential suppliers, Stage Consult (who, at that time were still called Color Chart, prior to a name change following a period of disarray and uncertainty precipitated by one of the founders’ death) were appointed to provide creative, production and media buying services. We chose Stage Consult on the basis of local experience, price (there was a wide variation in prices quoted for the work) and openness to social marketing campaigns of this kind of size (as opposed to larger agencies that were more experienced working on a national scale, for example with HIV/AIDS campaigns). We wanted our pilot campaign to be neither the smallest nor the largest account for our supplier.

In October 2001, the St. Luke’s team and the newly selected Color Chart team started working together at Color Chart’s Accra offices for a one week planning and design session. The

St. Luke's visitors took responsibility for process issues, whilst Color Chart provided expertise on local issues and content. Two mixed teams formed, one concerned with creating the campaign concept and the other working on the targeting and media planning. The group spent several days on intensive visits to local MSEs and an audience matrix (see appendix) was drawn up. The matrix made extensive use of preliminary research carried out by FIT and EGF respectively,⁹ which, with the assistance and cooperation of the Ghanaian Factories Inspectorate, enabled two primary target markets and three secondary target markets to be defined. We decided that in each sector chosen, both **owners and workers in informal, micro and small enterprises** would be targeted:

Primary target markets

- Metal working and welding sector
- Wood processing and wood working sector

Secondary target markets

- Textiles, tie and dye and sewing industries
- Food industry and catering industries
- Beauty and hairdressing sectors

The primary markets were characterized by having the potential for the greatest variety, number and severity of workplace accidents and health-related problems (particularly short-term issues, which were thought to be of more immediate concern to MSEs, and which were considered to be easier to deal with in mass media terms than chronic, long term conditions). In addition, these markets were highly populated with men, and it was considered that mass media messages concentrating on the experiences of one gender or the other may be more effective at pilot level rather than trying to generate adverts which catered to the experiences of both genders.

It was also decided that campaign messages would be structured in such a way that they would be applicable to owners and employees equally, especially given the blurred line between owners and workers in the informal and MSE sector, where both employers and workers are engaged in similar work on a day to day basis. The criteria for selecting which safety and health issues the campaign would deal with were as follows:

- How many issues and sectors can we deal with given the resources available to the campaign?
- Can the issues and solutions be explained to our target audiences with minimal reliance on the written word?
- How big are the industrial sectors we choose to depict, in terms of employment figures?
- Does the issue cut across more than one sector?

⁹ See note 5 and FIT Ghana/Small Business Resource Centre, *Study into the Supply of Occupational Safety and Health Equipment and Work-related Health Problems*, ILO-SEED, 2001.

- Has the sector got many problems? (greatest of our five is the metal working/welding sector)?
- Is it easy, quick and cheap for our target markets to make a change in working practices towards improved safety and health?
- What are the gender related issues here?
- Does the issue concern noise, light, air and heat, safety (tidying up, fire exits)?

Language choices

One of the reasons Ghana was chosen as the location for the pilot campaign was that there are relatively few local languages spoken. The messages were designed to be variously broadcast in pidgin English, Dagbani, Ga and Akan (the latter being the two most widely spoken local languages in the target geographic area of Accra/Tema).

Branding decisions

Following lengthy discussions about branding options during the creative process, the following decisions were made:

- It is most important for local providers and sponsors to build brand awareness with informal and MSE workers and employers in the campaign (rather than specifically build brand awareness of the ILO). As such, it was decided that the ILO brand would not feature strongly in the campaign.
- This later resulted in some discussion amongst the pilot campaign's Advisory Committee members – was the deliberate lack of ILO branding a missed opportunity, or was its anonymity avoiding authoritarian issues which may have been off-putting for the target market? For the second set of TV advertisements in the campaign, EGF was mentioned at the end of each advertisement, although the benefits (to whom?) of building any of these brands with the informal and MSE target audiences remain unclear.
- The pilot campaign will use its main character, Kofi Brokeman as its main point of recognition, along with a supporting strap line "Safety at work: Good for you: Good for your Pocket". As such, the pilot campaign would not so much develop brand name as promote the recognition of a character.

Media choices

Ghana has a lively and successful commercial FM radio sector, which the campaign sought to make good use of. Over 90 per cent of the target audience for this pilot campaign said that they listened to the radio, and this medium became a clear first choice for this campaign. Television became the second choice, with a number of local stations available for targeted messages. Particular TV and radio stations were selected on the basis of cost (which varied throughout the campaign with unexpectedly large price increases from some stations) and availability, target audience feedback on their own preferences and size and popularity of each of the stations.

Other mass communications techniques such as village meetings, billboard advertising and posters were also considered. Low literacy levels amongst the specific target market meant

that the otherwise cost-effective printed media were less attractive than they might have been. For this pilot campaign it was decided to concentrate resources into getting a greater frequency and duration of mass media air time, thereby increasing opportunities to see amongst the target audience, rather than dilute the messages across a wider variety of marketing channels.

2.3 Convening a support framework for the pilot campaign

ILO-SEED made use of its convening power to build a support framework to surround the pilot campaign from its inception. This was created in the form of an Advisory Committee to the campaign. There were several reasons for doing this:

- There was a genuine need for technical assistance with knowledge of safety and health issues in Ghana from the Ghanaian Factories Inspectorate;
- Safety and health professionals, Government Departments Employers' and Workers' organizations had not previously been brought together to consider these issues at an overall, systemic level;
- A concerted approach from all relevant parties was thought to have a greater chance of influencing the behaviour and experiences of Ghanaian businesses;
- For this work to succeed in Ghana beyond the initial, internationally funded pilot stage, a high degree of commitment to the campaign would need to be developed locally;
- Such a framework could provide a sounding board for campaign messages and imagery;
- The nature of the campaign necessitated a network of safety and health experts willing and able to resource discussion programmes and phone-ins.

To these ends, an Advisory Committee was created with representatives from the Ministry of Manpower Development and Employment, Employers' organizations and Trade Unions, Business Development Services providers and social marketing practitioners.

2.4 Funding

The development of the campaign was financed by ILO SEED, using funds from its Netherlands Partnership Programme. Implementation was funded jointly by ILO SEED and by the ILO's Jobs for Africa Programme, both using again funds from the ILO's Netherlands' Partnership Programme. The total cost of production and airtime was US\$110,000. In addition, the pilot campaign incurred some one-off set up costs, some of which were covered by the voluntary contribution in staff time of St. Luke's Advertising Agency.

Sponsorship by large international firms was investigated early on, in the framework of their Corporate Social Responsibility programmes. However, such firms wanted to see results, especially in terms of the audience the campaign would attract, before considering support. In addition, meetings were organized with importers, wholesalers and retailers of safety equipment, to gauge their interest. Some of the larger firms did express interest to become involved at a later stage, while the smaller ones did not in effect have advertising budgets. The campaign therefore did not attract private sector sponsorship. In early 2004 the EGF and the Advisory Committee planned to take up earlier contacts with potential sponsors again.

3. The pilot campaign: The content of the campaign

The pilot campaign was conceived on the basis of developments in the life of a character, Kofi Brokeman, a well meaning worker in small businesses, initially ignorant of safety and health issues, but gradually learning through his mistakes and the good example set by his friend, Nyame Bekyere (“God’s Gift”) and, prospering as a result. Kofi Brokeman is an affectionate Ghanaian nickname given to someone who never has any money.

The campaign was envisaged as an ongoing story between Kofi and his friends, family and bosses as he suffers accidents at work, losing his job, getting told off and not having much money as he recovers his health (see sample script in Appendix 8.2). Over time (using both radio and TV as media to carry the story), audiences would see Kofi improve his working practices and become happier and more prosperous as a result. The campaign was designed to provide ample opportunities for the development of humour and stories taking place in varied work settings. The following basic campaign structure was agreed, which specifically concentrated on highly visual safety and health issues (as a part of job quality):

- TV launch commercial that introduced the characters and covers housekeeping in a light metalwork environment;
- TV commercial that covers water, fire exits and first aid in a textile factory;
- radio commercial that covers lighting;
- radio commercial that covers noise;
- radio commercial that covers heat;
- radio and TV commercials that cover safety and hygiene in the beauty industry;
- radio and TV commercials that cover safety and hygiene in the food industry; and
- radio that shows Kofi Brokeman changing his behaviour over time and doing better for it.

In addition, such a storied approach was chosen specifically to allow the social marketing provider to be able to exercise their own creativity in the execution of the campaign, whilst adhering to an overall agreed framework.

An actor was chosen to play Kofi, with a view to him being trained to be able to appear on discussion shows to promote safety and health. Following an initial production period, work was temporarily halted due to funding constraints and the actor playing Kofi became unavailable for further work. Stage Consult recommended to the advisory committee at this point not to find a replacement, but to move the nature of the campaign towards a shorter selection of one-off, direct and to the point advertisements in order to finish off the campaign.

This meant that the overall build of the storyline for the campaign was broken. Continuity and repetition are essential components of social marketing campaigns which seek to influence behaviours and awareness. This pilot campaign was only able to partly deliver on these issues

and (whilst the overall campaign results were promising), the impact of the work may have been adversely effected as a result. The second phase of the campaign, which took place from November 2003 to February 2004 has taken up the Kofi Brokeman story again, with Kofi promoting the new Labour Code in the final commercial. This was, however, after the impact assessment reported on in the next section.

In addition to this basic structure, the campaign included a well-publicised launching event, several radio and television discussion shows with expert guests, including members of the Advisory Commission, and live presenter mentions. In the final month daily radio phone-ins were aired, in which the audience was asked to give a safety and health in the workplace tip. T-shirts with a Kofi Brokeman cartoon and the strap-line “Safety at work: Good for you: Good for your Pocket” were awarded to callers as well as being used at events.

Overall, the campaign consisted of over 1,200 placements of advertisements, live presenter mentions and discussion shows, incorporating 402 prime time radio airings, including music jingles.

4. Evaluating the pilot campaign: The process of measuring impact

This pilot campaign specifically sought to increase awareness of safety and health issues and influence behaviours in this area amongst informal, micro and small businesses in the Accra/Tema area. As such, the evaluation was designed to produce results that are quantitative (e.g., how many people may have altered their behaviour or remembered the pilot campaign), qualitative (e.g., what did they think of the pilot campaign?) or inquiring (e.g., what do MSEs know from experience about their safety and health behaviour in the Ghanaian context?) in nature.

The evaluation process for the campaign was designed to take into account all of these ways of knowing. A comprehensive and well-designed evaluation was important because of the pilot nature of the campaign and the project's objective to generate knowledge that could be used in campaigns elsewhere. The evaluation consisted of a pre- and post-campaign assessment using a combination of interviewer-complete survey of 200 workers and employees in the workplace¹⁰ as well as interviewer observation of workplaces (the "baseline research group") and a series of three inquiry group meetings amongst target market groups.¹¹ The gender split in these groups specifically reflected the high proportion of men found in the campaign's prime target markets of metal workers and wood workers, with 95 per cent of respondents being male. In addition, 100 ("post-campaign-only research group") workers and employees were interviewed only post-campaign in order to assess the responses of individuals who had not been pre-sensitised to the campaign. This post-campaign-only research group also aimed at some of the secondary target markets for the campaign (for example textile workers and hairdressers) and this was reflected in the higher proportion of women respondents in the group (90 per cent of respondents in the textile and hairdressing sectors were female).

The evaluation process was thorough and extensive, with over 300 MSE workers and employers participating. The following elements of the evaluation worked particularly well:

Complementing the conventional survey methodologies with inquiry groups to enhance and corroborate the survey results (this "triangulation" of evidence improves the validity of the questionnaire);

Explicitly including interviewer perceptions as part of the evaluation survey. This is an unconventional protocol in market research terms, where researcher "neutrality" is given primacy. Here, interviewer perceptions are important in order to bring in a comparison with external standards which may not be seen at all amongst the target group; and

Using images rather than written words wherever possible in the survey questionnaire so that respondents with low literacy levels can fully participate. This took the form of a new survey tool using pictures of comparisons between poor and excellent working conditions, for example, the untidy and tidy workplaces shown below. Respondents were asked to rate their workplace in

¹⁰ For more details, see the full report: Attoh, D. 2003. Social Marketing Impact Study, EMPRETEC Ghana Foundation, Accra. email: da-attoh@empretecgh.org

¹¹ For more details, see the full report: Appiah, K. 2003. Report on Social Marketing Inquiry meetings, prepared for EMPRETEC Ghana Foundation, Accra. email: kwesiappiah@dr.com

comparison to such images. Interviewers did so as well, separately, i.e., without knowing the respondents' ranking.



The overall budget of this pilot campaign did not allow for sensitisation activities prior to the campaign being aired. The pre-campaign survey can be regarded as a sensitisation intervention in its own right, enhancing the overall success of the campaign amongst the respondents. With additional resources, specific pre-sensitisation activities such as village meetings and visits from safety and health experts, as well as the continuation of pre-campaign survey/inquiry work could be considered. Overall campaign results indicate that the campaign had a similar, though lower, level of influence amongst groups who had not taken part in the pre-campaign survey.

Methodologically, the campaign evaluation inevitably raised questions of (and aimed to minimise) the extent to which respondents:

- wanted to “say the right thing”;
- had no point of comparison (for example to gauge levels of their own untidiness at work); and
- talked in terms of “shoulds and oughts” rather than in terms of their actual behaviours.

We believe that, through the use of images, the inclusion of interviewer perceptions and “triangulating” our research through the use of quantitative, qualitative and inquiring research methodologies, we have ensured the reliability of the results to the greatest extent that we can in this market context.

5. Pilot campaign results: The impact and efficiency of the campaign

This section summarises the key findings of the baseline and post-campaign surveys and inquiry group evaluation of the pilot campaign. In addition, results on the post-campaign-only group are incorporated where they provide additional information.

- Overall, the campaign evaluation showed an extremely high degree of recall and influence on the group that was questioned both before and after the campaign. The campaign lead directly to a greater sense of awareness of safety and health issues, and some behavioural changes, particularly when it came to tidying and cleaning workplaces (and then quality of working light). The degree of recall and influence amongst evaluation respondents who had not been pre-sensitised by researcher intervention due to the baseline survey also showed a high level of recall, thereby indicating the high potential for such social marketing campaigns to have an impact.

- Inquiry group participants commented on how the campaign raised the level of their awareness:

“We were comfortable with our situation but the campaign opened our eyes to the realities of our situation...”

“Many more campaigns should be carried out intensively to make us stick to the standards else many of us may go back to the old ways.”

- **Respondent profile:** The evaluation had a far greater number of male respondents in both the baseline and post-campaign research groups than female. This is a reflection of the primary target audiences the pilot campaign chose – the metal and wood-working sectors (96 per cent + of respondents interviewed pre- and post-campaign were from these sectors) which have a predominately male workforce. The mean age of all respondents was 34 years, with a range of 17-70 years.
- **Media recall:** A total of 85 per cent of respondents who had been interviewed pre-and post-campaign (the baseline research group) indicated that they had either heard and/or seen the campaign on television and/or radio. *This compared with 56 per cent of a post-campaign research group of 100 additional interviewees – a highly favourable response given that respondents from this group had not previously been alerted to the existence of the campaign through any pre-campaign research.* There was a small percentage (18 per cent for radio and 11 per cent for TV of respondents in the baseline research group) of possibly inaccurate recall about the stations on which the campaign messages were broadcast. Here, respondents remembered hearing about the pilot campaign on TV and radio stations where we had not booked any airtime. There is a possibility, though, that other radio and television stations picked up on the campaign and may have mentioned safety and health issues during this period.
- **Listening to the radio:** There was a high percentage of both radio ownership (more than 92 per cent of all respondents in the baseline survey said that they owned a radio) and radio listenership (more than 98 per cent of all respondents in the baseline survey said

they listened to the radio). Seventy-two per cent of respondents in the baseline survey said that they remembered hearing campaign messages on the radio. Fifty-nine per cent of respondents in the post-campaign-only survey said that they remembered hearing campaign messages on the radio.

At work, respondents listened mainly to music as many informal and MSE workplaces are too noisy to hear speech very well (hence the importance of the music jingles mentioned earlier to gain attention and recognition for the campaign). Discussion programmes and phone-ins were therefore more likely to be heard and participated in either before work starts or after the end of the working day (33 per cent of respondents said that they heard campaign messages in the evening). In addition, radio stations offer easy access for the informal and MSE markets, where education and literacy levels are low, and local languages are spoken.

The choices of Radio Gold, Peace FM and Adom FM showed a high degree of correlation between the listening preferences of the target market (i.e., which radio stations did they like listening to the most) and where they actually heard the campaign (i.e., on which radio stations was the pilot campaign aired).

- **Watching television:** There was a smaller, but still high percentage of both television ownership (69 per cent of all respondents in the baseline survey said they owned a TV set) and TV viewing (91 per cent of all respondents in the baseline survey said they watched TV, even if they did not own one themselves) amongst respondents. Sixty-eight per cent of respondents from the baseline research group said that they remembered seeing campaign messages on the television. Fifty-two per cent of respondents from the post-campaign research group said that they remembered seeing campaign messages on the television.

Again, the survey results suggested that there was a high degree of accuracy in the choice of television stations for the pilot campaign, with the two main television stations (GTV and TV3) used in the campaign being the preferred stations of most of the respondents.

Inquiry respondents questioned the frequency and timing of the campaign messages, perhaps inevitably calling for greater frequency and a concentration of messages around prime (and therefore most expensive) media airtimes.

- **Remembering the campaign messages:** Over 90 per cent of all research respondents (both baseline and post-campaign surveys) who said they had heard and/or seen the campaign programmes were able to recall the content of the key messages accurately. Inevitably, inquiry participants commented on themes or sectors which were not covered by the pilot campaign, which had not been designed to be comprehensive in this respect. In addition, one inquiry group participant commented on what she perceived to be a negative portrayal of a woman in one of the advertisements (which had originally been designed to be light hearted and humorous).
- **Changing behaviour at work:** Behavioural change is a gradual process and a high degree of change was not anticipated as a result of an initial four-month pilot. However, early signals of behaviour change were noticed by the evaluation researchers. The respondents themselves also claimed such changes, with over 92 per cent of all post-campaign survey respondents (i.e., those interviewed both pre- and post-campaign and those interviewed post-campaign only) to this question stating that they had been

motivated by the campaign messages to make changes at work, thus changing their experience of their working environment. Inquiry group participants stressed that attitudinal change takes time and the scope of the pilot programme alone was insufficient to have affected sustainable change in its own right.

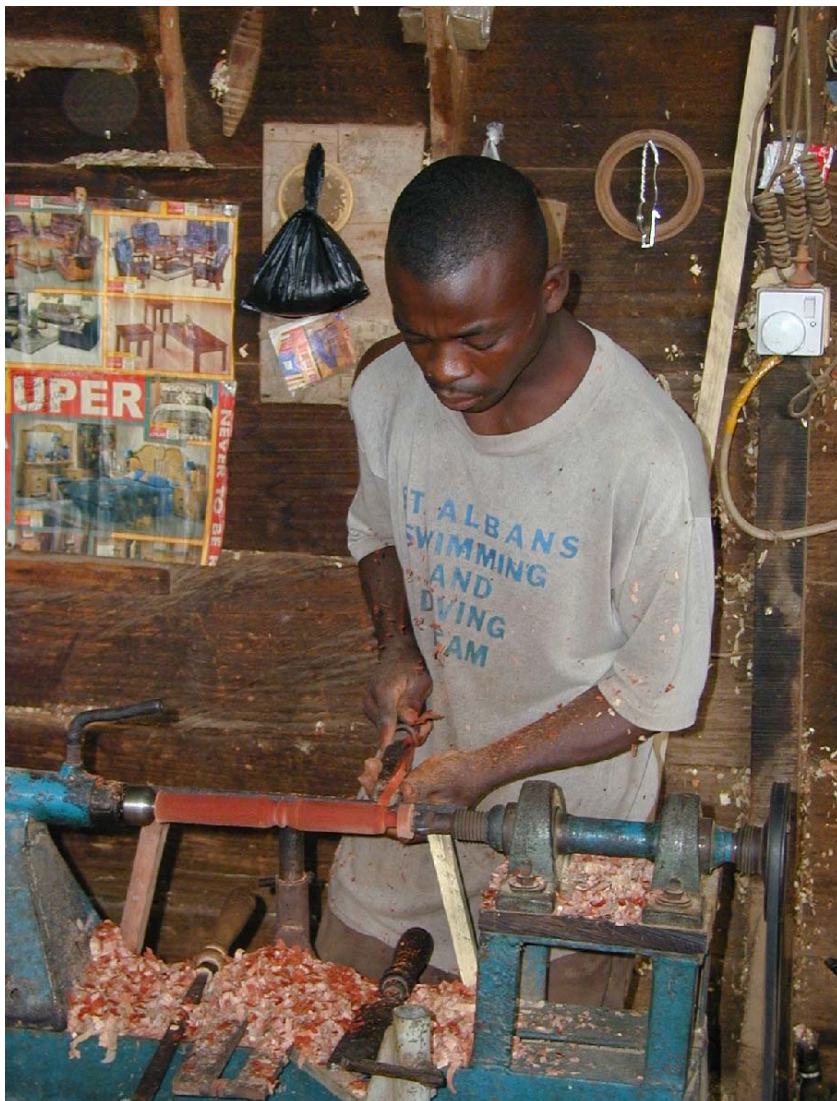
Overall, the **greatest positive shift in perceptions occurred in the area of tidiness and cleanliness**. Overall, the greatest positive shift in perceptions occurred in the area of tidiness and cleanliness. This was reflected in both the 100 baseline research respondents (who were interviewed pre- and post-campaign) and the additional 100 post-campaign-only group respondents. Respondents from the baseline survey reported a perceived increase from 62 per cent to 82 per cent of workplaces falling into the top three categories of levels of tidiness and cleanliness (from a total of six categories in all). Researchers' perceptions of how tidy workplaces were more than doubled during the campaign (rising from 30 per cent to 62 per cent of baseline research respondents in the top three categories which indicated the greatest levels of tidiness). Forty-seven per cent of respondents from the post-campaign-only survey indicated that they had taken action to tidy their workplace as a result of having seen or heard the campaign. This positive result may be partly explained by the low (often zero) cost of improving tidiness and cleanliness, and the opportunity workers have to take such action themselves without employers having to make an investment.

There was some level of **improvement in the quality of light and ventilation** at the various workplaces in the post-campaign-only survey reported by respondents and researchers. Post-campaign, respondents reported increases of up to 11 per cent in their perceptions of the quality of light in their working place, and a smaller increase for the quality of ventilation. The researchers, however, perceived a slight decrease in the quality of ventilation in the post-campaign survey. However, one participant in the inquiry group research suggests that "inadequate lighting is not really regarded as a problem as many individuals in this target market work in the open air. Even on a cloudy day or late into the evening when visibility was poor, many small-scale operators did not agree that they strained to see".

Whilst the **level of awareness about the importance of ear protection had grown slightly** (rising from 63 per cent to 69 per cent of respondents saying ear protection is extremely important), there was no significant evidence of such protection being used more often as a result of the pilot campaign. Respondents' perceptions of the extent to which they and their colleagues use ear protection was more than double the use of such protection as perceived and observed by the researchers. In addition, people working in noisy environments commented that they found ear protectors hot and uncomfortable, and that they prevented them from being able to talk with their colleagues during the day.

Similarly, the level of discrepancy between researchers' and respondents' perceptions of the use of eye protection was very wide, with researchers observing far less use of such eye protection than respondents claimed. Sixty-five per cent of respondents claimed to use eye protection at work, but the researchers observed that only 31 per cent of respondents actually used such protection. Nevertheless, **the level of awareness of the importance of eye protection is very high**, with 87 per cent of respondents across both the baseline and post-campaign surveys stating that eye protection is extremely important. In this case, the level of awareness of the issue is very high (perhaps because the issue is obvious) and 48 per cent of respondents said that the campaign had prompted some sort of action in this area.

- The inquiry groups revealed a **mismatch between what participants considered (in theory) to be hazardous to eyesight and the actual behaviour of their workers.** This mismatch may account for the large difference between respondents' and researchers' perceptions indicated above. The inquiry report notes: "they seem to have developed their own methods of playing it safe. Welders for example would not use goggles or face shields because they do not physically look at the flame. Mr Marcstorm, one of the experienced metal workers in the Tema Industrial area revealed, 'We don't look at the light with our naked eyes. In fact, no one can do that ... because one is not holding that thing to cover his eyes ... a bystander can easily assume that'." It is clear, then, that local perceptions of what is safe behaviour may not fit with externally understood norms and ideals. Local perceptions of safe behaviour are therefore different from ILO standards.



Wood worker in Accra's timber market.

- In addition, many inquiry group respondents perceived that **the responsibility for ensuring safety has already been dealt with elsewhere**, with safety measures that have been incorporated into the design of any equipment that they use. According to one respondent, “The machine is designed in a way that if it is worth using and has been put on sale the power or current that will be flowing to where you’re handling is not really much ...Unless there is a problem with the machine”. This again may account for differences between respondents’ and researchers’ perceptions of hazardous behaviours in the workplace, where respondents may wrongly assume a greater inherent safety in machinery they use.
- **Using safety equipment:** the inquiry groups indicated two key problems with the use of safety equipment. First, workers did not necessarily know how to look after such equipment if it had been provided (“You buy leather gloves for your workers. Before you realise they have soaked them in water for cleaning. These gloves can cost as much as sixteen thousand cedis”), and second, the equipment was not considered to be appropriate for the Ghanaian context (“we [Ghanaians] don’t design [our own health and safety equipment]...they probably do not suit our weather...some of the goggles are not comfortable at all”. “The unfortunate thing I have noticed is that the nose masks they too large and cost as much as fifty thousand cedis”). In addition, safety and health training was considered to be particularly expensive given high staff turnover rates where, if a member of staff leaves, then any investment in training could easily be lost.
- **Media choice and purchasing:** the same entrepreneurial spirit in the media that made Ghana so attractive as a test bed for the pilot programme meant that no concessions were available for the media spend of this social marketing campaign. On the contrary, the project became subject to numerous sales pitches from TV and radio stations who had not been chosen to be part of the campaign. In addition, the pilot campaign was subject to dramatic and unforeseeable price rises of up to 100 per cent over its duration, which meant that media planning needed to be updated with frequent cutbacks.

Overall, the campaign consisted of over 1,200 placements of advertisements, live presenter mentions and discussion shows, incorporating 402 prime time radio airings, including music jingles. Media monitoring services in Ghana are not well developed and it was decided not to use campaign funds in this area. Instead, records were kept of the number of advertising slots booked. This means that data on “opportunities to see” (the number of people who may have heard any of the messages associated with the campaign) can only be broadly estimated. Where, in other countries, more sophisticated media monitoring is available, then it is suggested that media monitoring would form a worthwhile investment particularly at the pilot stage. Such data can provide valuable and convincing quantitative evidence for both local and international funders. For this pilot campaign, best estimates of the reach of the campaign have been calculated based on available information from media suppliers, the Ghana Statistical Service and the Registrar General’s Department:

1. There are at least 580,000 individuals working in the informal and MSE sectors in Greater Accra, making an approximate percentage of 20 per cent out of a total working and non-working population of 2.9 million in the region.¹²

¹² Figures derived from the 2000 Population and Housing Census Report, Ghana Statistical Service, 2002. With thanks to Robert Nsiah of FIT-Ghana.



Metal worker, Accra

2. Fifty-six per cent of post campaign-only survey respondents recalled hearing or seeing the campaign. If this figure is extrapolated and it is assumed that 56 per cent of the target audience of 580,000 informal and MSE workers in Greater Accra, then the campaign would have reached 324,800 employers and workers.
3. Ninety per cent of post-campaign survey respondents who recalled hearing or seeing the campaign remembered the campaign messages accurately. If this figure is extrapolated, it can be assumed that 90 per cent of the 324,800 = 292,320 employers and workers remembered the campaign messages accurately.
4. The pilot campaign costs totalled US\$110,000, with approximately one third of the costs each being spent on purchasing radio airtime, purchasing TV airtime and purchasing production, preparation and agency fees costs. In addition, the campaign incurred some one-off development costs that were due mostly to its pilot nature.

5. This means that each individual communication to the target audience that is recalled accurately costs $\text{US\$}110,000/292,320 = \text{US\$}0.38$. We believe this compares favourably with the costs of conventional training programmes when targeting this large and diffuse part of the market with simple messages and a clear call to action.

6. Lessons learned for campaigns that promote improving job quality in MSEs and for assessing the impact of such campaigns

This section considers the learning and new knowledge arising from this pilot campaign and includes inputs from the evaluation results, the Advisory Committee members, EGF, ILO-SEED and the New Academy of Business. The points that are raised here are post-campaign reflections from the various parties involved in the campaign.

6.1 Things we'd keep the same

- **Early involvement of partners such as the Factories Inspectorate.** This is crucial if the campaign is to have a chance of being sustained beyond pilot stage using local resources, sponsors and organizations. By asking for and making use of local knowledge and expertise in the design and production of the campaign – *in a way that goes beyond the social marketing production company alone* – the campaign stands the best chance of building local interest, rather than being reduced to *just another outside intervention*.
- **Keep the creative work separate from the work of the advisory committee.** In the light of the previous point, it must also be noted that whilst the creative part of the campaign needs to be influenced and informed by local expertise, it must also maintain its own autonomy such that campaign messages do not end up being rendered bland through being “designed by committee”.
- **Have a simple and positive message, that addresses local concerns.** Messages that address issues that MSEs can easily relate to and that build on a relatively high level of pre-campaign awareness are more likely to effect attitudinal and behavioural change. In-depth studies of MSEs and inquiry groups are an effective means of uncovering such issues. They are also an important factor in deciding on the way messages are formulated and put across.
- **Use a mixture of qualitative, quantitative and inquiring evaluation methodologies.** This is necessary to ensure that evaluation results look at both any statistically significant impact of the campaign, as well as the more subtle nature of its influence and target market behaviour. Using qualitative and inquiring evaluation methodologies ensures that a detailed rich picture is created to complement and enhance any statistical evidence of impact.
- **Make good use of the convening power of the project .** Perhaps one of the greatest benefits of conducting a pilot campaign of this type is that it provides a focus to raise awareness of the importance of job quality issues amongst key influencers and stakeholders locally. In this case, the campaign brought together traders, civil servants, employees, employers, industry bodies and training organizations around the theme of safety and health in an unprecedented way. The very act of bringing together this cross-section of people and organizations concerned with safety and health issues and creating new discourse in this area is a beneficial intervention in its own right. Attention then

needs to be paid to sustaining this interest group in order to keep safety and health issues “on the agenda”.

- **Build a plan around a character which has the scope for humour and stories to be unfolded over time.** The Kofi Brokeman character offered a light touch in dealing with a potentially solemn issue. The character was designed to be versatile and suited to different media and situations, implicitly inviting audiences to become engaged in his story and development over time.
- **Ensure that as much of the project origination and production as possible is carried out locally.** It would be easy to impose an externally generated campaign, which looked of high quality but did not address local tastes and styles. Even using an Accra-based marketing agency led to some comments that the actors used did not have certain of the local languages used as their mother tongue. In addition, production revenues and expertise need to be developed and kept in the campaign’s host country to help maximise the chances of the campaign being sustained locally over time.
- **Ensure that the project does have some visible point of origin and identification** (in this case, discreet EGF branding), whilst remembering that, with this target market, the purpose of the campaign is to promote job quality (specifically health and safety at work) rather than to promote awareness of organizational brands such as the ILO.

6.2 Things we’d do differently

- **Pre-test the campaign materials more with prospective audiences.** We would develop a more comprehensive programme for pre-testing the campaign as a whole. For the pilot, production faltered according to the availability of funding and as such it was not possible to pre-test the whole “story” of the campaign with the target markets.
- **Stick to the original overall campaign plan as a priority.** Again, a more certain flow of funds through this project would have enabled the whole campaign “story” to have been developed using the Kofi Brokeman character. Instead, there were breaks in the production process and the actor became unavailable, leaving unplanned inconsistencies in the campaign. In hindsight, we would have required a tighter production schedule and deliverables to ensure that the whole of the campaign planning could be put into action.
- **Fund media monitoring services (if available).** Media Monitoring services are nascent in Ghana and we were unable to come up with anything more than estimates for the viewing and listenership figures for the pilot campaign. If more detailed data had been available, this would offer a greater level of “proof” for future sponsors and funders for further campaigns.
- Ensure that the inquiry group clearly differentiates between theoretical understandings and aspirations and actual practice and behaviour. During the evaluation, the inquiry group often spoke in terms of aspirations for greater safety and health, rather than speaking from their actual experience – good or bad – of safety and health at work. Our evaluation was interested in actual behaviour and the research needed to reflect this at all times.
- **Keep advisory committee informed of all decisions about scripting campaign messages in advance of any alterations being made.** The advisory committee had

influence on the project, but no technical authority over the creative execution of the campaign. As such, strategic decisions were made about the direction of the campaign in the light of the Kofi Brokeman character's departure without the advisory committee and project management team's explicit approval.

- Ensure that an individual to be the local overall manager is allocated to the project from the start, with both the responsibility and positional power to make things happen and manage the process. Staffing choices and changes meant that the project did not always have a local champion to drive the project and build on the project's convening power as it progressed. In addition, some of the individuals involved with the project were difficult to reach due to other commitments. Greater clarity about roles and responsibilities might have helped here.
- **Have a more concerted drive to attract local, national and international sponsorship as soon as possible in the process** (typically, as soon as an idea for the campaign is sufficiently formed to have something to discuss). Sponsor involvement is essential if social marketing campaigns are to be successful in the long term. A sponsorship drive should be an integral part of developing a campaign rather than an "add-on", even if start-up funding has already been secured.

6.3 Was the pilot campaign worthwhile?

Social marketing campaigns are long term ventures seeking to initiate and support behavioural change to improve the quality of life and experiences of target audiences. As such, any short term pilot campaign can only give an indication as to whether or not a particular issue is worth exploring with a target market.

In this case, our intention was to see if social marketing interventions using mass media had the potential to influence the behaviours of the urban Ghanaian informal, micro and small enterprise sector towards improved health and safety in the workplace.

Notwithstanding the difficulties inherent in measuring the short term impact of a four month pilot campaign which sought to initiate a much longer term influence on behaviours over many years, this research shows that such an approach does have potential to be both influential and successful.

Recall rates of our specific social marketing messages were high (56 per cent) and the media we chose matched those that our target audiences watch and listen to on a daily basis (with a 90 per cent+ match in media choice). In addition, the markets we targeted would clearly benefit from awareness building, education and simple behavioural changes in order to improve their experience of safety and health at work.

The pilot campaign reached thousands of workers and employers in the informal and MSE sector and we have every reason to believe that a continuation and expansion of the campaign would effect long term, grounded and pragmatic behavioural change in the Ghana towards improved safety and health in the informal and MSE sectors. However, building and maintaining the long term capacity, enthusiasm, funding and support necessary for such a long term campaign is likely to prove problematic. Many "development" projects work to timescales of 1-3 years. Building a new brand or idea in a marketplace typically takes between 5-10 years. In the present climate, it seems unlikely that such a long term commitment to social marketing for safety and health could be sustained in one area for such a long period. However a

combination of external, health and safety industry sector group and tripartite funding streams and coordinated project management could mean that such campaigns could be enabled in the future EFG and the campaign's Advisory Committee are currently approaching large private firms for sponsorship in the framework of their corporate social responsibility programmes. This holds some promise for a longer-term effort. The campaign has also attracted funding from another ILO programme, which has resulted in the completion of the Kofi Brokeman series, which was aired in the last quarter of 2003,

This pilot campaign offers initial evidence that any such campaign does have a good chance of influencing its target market effectively. It has resulted in lessons learned that can be applied elsewhere, as preparatory work for similar campaigns in Moradabad (India) and Viet Nam has demonstrated. It has also indicated that social marketing through mass media may be cost effective compared to other approaches, especially where the objective is to convey clear and simple messages that speak to people's immediate concerns.

7. Further reading

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8. Appendices

8.1 Assessing and selecting target audiences

The shaded boxes are those considered by the creative and planning teams, and the Factories Inspectorate, to be priority areas.

**Social marketing for job quality in Ghana
2002 campaign, informal workers and MSEs in the Accra/Tema area, selecting easiest, weakest, cheapest issues to highlight and implement, 15 October 2001**

Target Audience	Gender	Age	Languages	Literacy	Your body	Your environment	Your comfort	Direct communication	Mass communication
Metal workers, welders and wood workers working in informal, micro and small businesses.	Male	18-40	Akan, Ga, simple English	Semi-literate	Eye protection: goggles and welding masks	Tidying up	Easy access to clean water from workstation	Durbars via trade associations	TV discussion programmes
					Ear protection: ear plugs and earphones	Machine guarding			
					Nose/mouth protection: dust masks to protect from dust, fumes and overspray	Proper worktables	Visit businesses to hand out posters, etc.	TV mini documentaries	
					Feet protection: safety boots to protect from falling metal, metal shavings, splinters	First aid kits in place: containing bandage, eye wash and "GV paint".			Product endorsements
					Hand protection: gloves to protect from splinters and cuts	Making electrical wiring safer: including using proper plugs, not just putting wires straight into the socket.	Focus group discussions	Radio adverts	
					Body protection: overalls	Sprinkling water to reduce dust	Trade association fora	Radio discussion programmes	

Social marketing for job quality in Ghana

2002 campaign, informal workers and MSEs in the Accra/Tema area, selecting easiest, weakest, cheapest issues to highlight and implement, 15 October 2001

Target Audience	Gender	Age	Languages	Literacy	Your body	Your environment	Your comfort	Direct communication	Mass communication
					Back protection: lifting techniques	Switch off machine tools before maintenance work			Radio drama
						Don't use machinery under the influence!			Billboards
						Use DIY collapsible screen to protect from radiation during welding			Posters at bus stops
Textile workers, tie and dye/batik sector male and female workers, female seamstresses and male tailors.	Male and female	18-40	Akan, Ga and simple English	Semi literate if informal workers/self employed, literate if running a micro or small business.	Hand protection: gloves to protect from dyes/wax; thimbles to protect from needles; cushioning on metal scissor handles	Tidying up	Ventilation: opening windows, using fans	Durbars via trade associations	TV discussion programmes
					Ear protection: ear plugs and earphones when using embroidery machinery	Disposal of used dyes	Lighting: light sources close to working area; no curtains	Trade association meetings	TV adverts
					Care in the use of coal box irons	Clear fire exits	Easy access to clean water from workstation	Visit businesses to hand out posters, etc.	TV mini documentaries
					Back protection: lifting techniques; worktable heights, chair heights; back to stool	Switch off machinery before maintenance work. Make electrical wiring safer: including using proper plugs, not just putting wires straight into the socket		Product endorsements	TV drama
							Focus group discussions	Radio adverts	
							Trade association fora	Radio discussion programmes	
									Radio drama

Social marketing for job quality in Ghana

2002 campaign, informal workers and MSEs in the Accra/Tema area, selecting easiest, weakest, cheapest issues to highlight and implement, 15 October 2001

Target Audience	Gender	Age	Languages	Literacy	Your body	Your environment	Your comfort	Direct communication	Mass communication
									Billboards
									Posters at bus stops
Food industry workers, caterers, bakers, chop bar workers, food sellers.	Female	16-55	Akan, Ga	Semi literate if informal workers/ self-employed, literate if running a micro or small business.	Hand protection: against heat, burns and scalding	Tidying up: avoiding slipping on waste food	Ventilation: from heat and smoke	Durbars via trade associations	TV discussion programmes
					Back protection: back to stool/chair, working height of tables and chairs; lifting techniques		Cleaning up: food covered, kept warm, flies kept off, constant sweeping; washing working tools and plates thoroughly using clean water	Shade from the sun for food and workers	Trade association meetings
					Personal cleanliness	Location of business: not close to gutter, under trees with falling leaves etc, rubbish dumps	Visit businesses to hand out posters, etc.	TV mini documentaries	
					Aprons/hair covering	Work surfaces. Floor surfaces: avoid uneven floors.	Product endorsements	TV drama	
					Sweatbands for fufu pounding	Location of fire for cooking	Focus group discussions	Radio adverts	
						Proper storage of gas	Trade association fora	Radio discussion programmes	
						Bucket of sand for fire		Radio drama	

Social marketing for job quality in Ghana

2002 campaign, informal workers and MSEs in the Accra/Tema area, selecting easiest, weakest, cheapest issues to highlight and implement, 15 October 2001

Target Audience	Gender	Age	Languages	Literacy	Your body	Your environment	Your comfort	Direct communication	Mass communication
						Separate areas for preparing meat and vegetables			Billboards
						First aid kits in place: containing bandage, eye wash and "GV paint".			Posters at bus stops
Beauticians, female hairdressers, male barbers, female cosmetologists (pedicure, manicure, eyebrows, facials)	Female and male	16-40	Akan, Ga and simple English	Semi-literate if informal workers/ self employed, literate if running a micro or small business.	Hand protection: against chemicals used for relaxing and dying	Sterilisation of tools: razors, combs, scissors, nail cutters, files, pumice stone, tweezers, etc.)	Ventilation: fumes from chemicals and hairspray	Durbars via trade associations	TV discussion programmes
					Personal hygiene: avoid spread of disease	Disposal of used chemicals		Trade association meetings	TV adverts
					Feet care: standing up all day	Semi-literate workers' understanding information and instructions on packs		Visit businesses to hand out posters, etc.	TV mini documentaries
					Back care: standing up all day; seat height (for clients)	Checking hair type and chemicals suitability: for clients		Product endorsements	TV drama
					Skin/eye protection: for clients			Focus group discussions	Radio adverts
								Trade association fora	Radio discussion programmes
									Radio drama
									Billboards
									Posters at bus stops

8.2 Sample television script

We start as our two key characters Kofi and Nyamebekyers come out of their houses. Nyam's house looks smart and tidy, just like Nyam, and Kofi's house looks run down and scruffy, just like Kofi.

Kofi: Good morning, Nyamebekyers!

Nyam: Good morning, Kofi Brokeman!

They start walking off in different directions, Nyam calls back to Kofi.

Kofi: Enjoy your first day at the workshop Kofi!

Kofi waves and continues. The screen fades to black.

We fade back up as Nyam is walking back from work. As he approaches his house we hear a commotion from inside Kofi's home. Lots of shouting and banging. Kofi comes running out and ducks as a pot comes flying over the top of his head. He has a black eye and a large bandage around his arm. He sinks to the floor looking very miserable.

Nyam: What's the matter Kofi, what is going on?

Kofi: I didn't get paid today and my wife is a little upset.

We hear another shout from inside Kofi's house, something like "I married an idiot!" Kofi flinches.

Nyam: Why this time Kofi?

Kofi: Well...

We flashback to see Kofi at work.

Kofi: I was working on a cutting machine, making the parts for oil cans.

We see Kofi, throwing the waste materials onto the floor where a big pile of rubbish is growing.

Kofi: When I had finished, I got up but tripped over something some fool had left lying about.

We see Kofi trip over his own pile of rubbish.

Kofi: I put my arm out to stop myself falling, but it got caught on a sheet of metal that fell over and damaged one or two of the finished oil cans.

We see a slow-motion replay where the sheet of metal starts a domino effect of catastrophe that ends with all the finished oil cans being crushed and flattened.

Kofi: The boss seemed a little upset.

We see the boss, who is very, very upset.

Nyam: Ah, I see. You know Kofi, our workshop used to be messy. But we all made an effort to tidy everything away. Now we store everything in its proper place, we separate materials and waste and keep our finished products stored properly. And you know, since we did that, there have been fewer accidents, everyone seems happier and best of all, productivity has increased. And so have my wages.

Kofi: It's not my responsibility, I'm not the boss!

Nyam: It's everyone's responsibility to work safely Kofi. You don't have to work harder to work better. Think about that at work tomorrow Kofi and you might even get paid!

Kofi: I can't.

Nyam: Why?

Kofi: I lost my job.

Nyam: Ah!

Title: **Safer work. Good for you and good for your pocket.**

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