

**South-South Cooperation and the ILO:  
Mainstreaming the Decent Work Agenda  
through the dissemination of good practices**



**Partnerships and Field Support Department  
International Labour Organization  
2013**

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## *Foreword*

The global economic downturn has placed employment concerns at the core of national and international development strategies. Coupled with changes in geopolitical and economic scenarios, this has brought out the importance of the Global South in the development processes. The changing geopolitics shows that new actors are shaping the development agenda; decision-making has shifted from the G8 to the G20. Moreover, innovative responses to global challenges are coming from emerging powers of the South, who are increasingly becoming strategic partners for other developing countries. South-South arrangements enable countries from the South to better adapt development responses through policies and processes that fit better with their needs. Promoting sustainable and decent work for all is paramount to the ILO mandate and South-South and triangular cooperation (SSTC) has a key role to play in this regard.

The leading economies of the developing world – Brazil, China and India – together have almost equalled the combined GDP of some of the biggest economies such as Canada, France, Germany, Italy, the United Kingdom and the United States.<sup>1</sup> In a context of global rebalancing of power, working jointly with emerging partners from the South is essential for the ILO to advance in the achievement of decent work for all, drawing upon its tripartite structures which provide a unique platform for consensus building with an integrated approach. The ILO has emphasized its commitment to the promotion of South-South and triangular cooperation through its strategy on “South-South and triangular cooperation: The way forward”. The integration of new partners and the enhancement of cooperation between countries of the South is one of the key goals included in this strategy, based on the principle of solidarity and non-conditionality. The ILO recognizes that cooperation between equals has an enormous potential to scale up the impact of development initiatives in the world of work.

The *Good Practices Guide on South-South and Triangular Cooperation* is part of this commitment and is targeted at governments, workers, employers, and civil society to help them learn from initiatives based on southern solutions that have proven effective in promoting decent work. SSTC provides an important mechanism to leverage resources and expertise – in particular by facilitating the transfer of knowledge and experience relevant to the world of work in the Global South. It is necessary to systematize the collection and dissemination of relevant projects. In this regard, and bearing in mind the central knowledge sharing dimension of South-South and triangular cooperation, it was deemed essential to give more visibility to scalable and replicable initiatives through a good practices guide accessible on the web.

The SSTC good practices collection focuses on solutions that illustrate the thorough involvement of ILO constituents and partners in realizing the four strategic objectives of the Organization. It has an informative as well as an inspirational value. It is aimed at expanding understanding of SSTC at the global level by providing a sound basis for discussion, which is not however exhaustive. The potential of the results-based practices presented in this guide is immense to help governments and social partners develop and adapt initiatives to face the employment-related

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<sup>1</sup> [Human Development Report 2013, “The Rise of the South: Human Progress in a Diverse World”, UNDP](#)

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challenges that lie ahead. This guide highlights the efforts made on this front and seeks to serve as inspiration for further initiatives to advance the Millennium Development Goals other international agreed development goals, as well as the post-2015 development challenges.

The South-South Team at the Partnerships and Field Support Department has completed this guide, which is consistent with the underlying principles of SSTC. This compilation exercise is the result of the commitment and dedication of the Team, but would not have been possible without the contribution of ILO colleagues at headquarters and in the field. The *Good Practices Guide on South-South Cooperation* was prepared under the coordination of Anita Amorim, with written inputs from Andrea Araujo, Cristina Maldonado, Benjamin Rue, Jean-Marie Kagabo, Natasha Fernando, Pedro Américo Oliveira, Christine Bockstal, Frank Hoffer, Mito Tsukamoto, Maria Teresa Gutierrez, Clara Van Panhuys, Nadine Osseiran, Irais Martinez, Andrew Dale and Anita Amorim. A special thanks to all colleagues involved in compiling these relevant experiences.

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## Introduction

### **South-South Cooperation and the ILO: Mainstreaming the Decent Work Agenda through the dissemination of good practices**

The International Labour Organization (ILO) is the United Nations agency devoted to advancing opportunities for women and men to obtain decent and productive work in conditions of freedom, equity, security and human dignity. Its main aims are to promote rights at work, encourage decent employment opportunities, enhance social protection and strengthen dialogue in handling work-related issues. The ILO is the only “tripartite” United Nations agency in that it brings together representatives of governments, employers and workers to jointly shape policies and programmes.

ILO constituents and partners support South-South and Triangular Cooperation (SSTC) because it is guided by the principles of solidarity and non-conditionality, while promoting cooperation between developing countries. This partnership between equals is central to the mainstreaming of the Decent Work Agenda (DWA).<sup>2</sup> Such cooperation may take the form of knowledge sharing and transfer of southern-grown development solutions with the support of the donor community and the multilateral system under innovative triangular arrangements, which still maintain the “horizontal dimension” and southern-driven characteristics.

In March 2012 the Governing Body (GB) of the ILO adopted a South-South and Triangular Cooperation (SSTC) Strategy entitled “South–South and triangular cooperation: The way forward”, reaffirming that SSTC is paramount to the mainstreaming of the DWA.<sup>3</sup> Performance indicators for the strategy were adopted by the GB in November 2012. In addition, the Programme and Budget (P&B) proposals for 2014–15 acknowledge the growing importance of emerging and developing countries on the global stage. They also mention the need to integrate valuable lessons from experience and evaluation findings. Regarding extra-budgetary resource estimates by region, it stresses that SSTC will continue to feature prominently in the ILO’s technical cooperation strategy and will provide an important mechanism to leverage resources and expertise, in particular by facilitating the transfer of knowledge and experience relevant to the world of work between emerging and developing countries.

The ILO has been engaged in several projects involving SSTC arrangements to address issues such as child labour, social security, employment-intensive investment, and capacity building of constituents. This engagement has taken the form of project coordination, provision of technical expertise, and facilitation of knowledge-sharing. The ILO Inter-American Centre for Knowledge Development in Vocational Training (ILO-CINTERFOR)<sup>4</sup> has also been promoting SSTC through a regional knowledge-

<sup>2</sup> The [ILO Declaration on Social Justice for a Fair Globalization](#) defines four strategic objectives: 1) Creating greater opportunities for women and men to secure decent employment and income; 2) Enhancing the coverage and effectiveness of social protection for all; 3) Strengthening tripartism and social dialogue; and finally 4) Promoting and realizing standards and fundamental principles and rights at work. These four strategic objectives are inseparable, interrelated and mutually supportive.

<sup>3</sup> The adoption of this strategy followed the 100th Session of the International Labour Conference (ILC) (2011), which placed particular emphasis on South-South and triangular cooperation (SSTC) as a means of achieving the Organization’s objectives.

<sup>4</sup> <http://www.oitcinterfor.org/>

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sharing platform and network for skills development policies since 1963. Similarly, the International Training Centre of the ILO in Turin <sup>5</sup> has played a key role in facilitating South–South and triangular capacity-building and training initiatives. The strengthening of national response capacity and coordination mechanisms, as well as the commitment of social partners, is crucial to the sustainability of results and actions. The new development framework that will guide the post-2015 agenda needs to incorporate a critical social dimension along with environmental and economic concerns. It is clear that SSTC strategies and mechanisms are vital in the realization of the Millennium Development Goals by 2015 and in shaping the post-2015 sustainable world of work. Further to these developments and the growing importance of SSTC mechanisms, it was deemed necessary to showcase some of these activities in a practical guide. This publication will focus on South-South Cooperation good practices that help mainstream the Decent Work Agenda (DWA), and are presented under its four pillars: fundamental principles and rights at work, employment creation, social protection, and social dialogue. <sup>6</sup> The practices were selected on the ground that they reflect at least **three criteria** that are consistent with the ILO Strategy on SSTC. <sup>7</sup>

The Decent Work Agenda and its four pillars are at the heart of the International Labour Organization, guiding its development work around the globe. Decent work sums up the aspirations of women and men in their working lives for opportunity and income; rights, voice and recognition; family stability and personal development; and fairness and gender equality. Through the Decent Work Agenda, countries are able to define their priorities and targets within national development frameworks and aim to tackle major decent work deficits through efficient programmes that embrace each of the four strategic pillars. Decent work is central to efforts to reduce poverty, and is a means of achieving equitable, inclusive and sustainable development.

The ILO’s work in advancing decent work-oriented approaches to economic and social policy through its tripartite structure – comprised of governments, employers’ and workers’ organizations – has increasingly relied on South-South and triangular cooperation as a strategic partnership development tool. The ILO’s tripartism is highly aligned with the underlying concept of South-South Cooperation, namely the creation of opportunities for the exchange of experience and mutual learning between developing countries. Tripartism makes of the ILO a real platform for consensus building and cooperation among social actors, while encouraging good governance, advancing social and industrial peace and stability and boosting economic progress. <sup>8</sup>

South-South Cooperation is complementary to traditional North-South relations and encapsulates the idea that, through a spirit of solidarity, developing countries can provide sustainable solutions to their own problems and at lower cost. South-South Cooperation efforts – including the identification of successful experience in one country and its adaptation and application in another – is an important

<sup>5</sup> <http://www.itcilo.org/en>

<sup>6</sup> <http://www.ilo.org/global/about-the-ilo/decent-work-agenda/lang--en/index.htm>

<sup>7</sup> See Appendix.

<sup>8</sup> The ILO commitment to South-South Cooperation is in line with the TCPR 2007 review, the Accra Agenda for Action and the Doha Conferences on Aid Effectiveness in relation to engagement in greater ownership and national-led processes, and with the ILO Declaration on Social Justice for Fair Globalization (2008), which invites Member States to achieve the ILO strategic objectives through “interdependence, solidarity and cooperation among all Members of the ILO.” It also constitutes a key action area for the attainment of the MDGs and the pursuit of UN reform. The growing linkages between the DWA and country UN Development Assistance Frameworks (UNDAFs) are the building blocks of South-South Cooperation, and help facilitate in-country activities and horizontal collaboration between agencies and countries.

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addition to the dissemination of decent work outcomes under the ILO's four strategic objectives. At the same time, it enables the formation of networks between both developing countries and traditional donors in triangular schemes that contribute to fair globalization. For countries financing South-South Cooperation initiatives, the ILO can play an important role not only as a support channel, but also to maximize financial, logistical and technical resources. Current work pulls together some of the key good practices under the four pillars of ILO activities.

## I. South-South Cooperation and Fundamental Principles and Rights at Work

The ILO defines labour rights and seeks to guarantee them and improve conditions for working people by establishing a system of international labour standards expressed in the form of Conventions and Recommendations, which cover all major aspects of the world of work. These are basic human rights and a central platform of decent work. Through over three hundred Conventions and Recommendations related to the world of work, the ILO maintains a system of international labour standards that are an essential component of the international legal framework for ensuring fair globalization for all. Social standards promote a level playing field in the global economy, provide a safety net in times of crisis, and are crucial in advancing a rights-based approach to labour issues.

Promoting and ensuring the application of the Conventions on combating child labour<sup>9</sup> through South-South Cooperation has proven an effective strategy by sharing the experience of countries that have successfully and significantly decreased their numbers of working children. Child labour, especially in its worst forms, is more prevalent in countries of the South, where poverty dominates, social instability reigns, education is deficient, and no safety nets are in place. The International Programme on the Eradication of Child Labour (IPEC) of the ILO has undertaken some important South-South Cooperation initiatives to promote knowledge sharing and research on child labour and youth employment, education, health, social protection, conditional cash transfers and vocational training.

Within the framework of the India-Brazil-South Africa (IBSA) forum in 2007 the Country Technical Advisors of ILO projects on child labour met in Brasilia to share good practices on their policies. In June 2008 the Ministers of Labour of Brazil and India – in the presence of employers' and workers' representatives of both countries – announced a **South-South Cooperation initiative to combat child labour**. Areas of common interest cited include labour inspection, conditional cash transfer mechanisms to combat child labour, vocational training and school feeding programmes. The April 2010 meeting of ministers of Brazil, India and South Africa further contributed to sharing strategies on how to combat child labour and eradicate its worst forms. The ILO signed an IBSA Declaration of Intent<sup>10</sup> on 22 November 2010 to promote South-South Cooperation with countries from the IBSA Forum and other developing countries of the Global South.

The initiatives below highlight some of the most prominent and mostly ongoing good practices, where the comparative advantage of the South-South dimension constituted an asset for the work.

<sup>9</sup> These are the Minimum Age Convention, 1973 (No. 138), and the Worst Forms of Child Labour Convention, 1999 (No. 182).

<sup>10</sup> [http://www.ilo.org/newdelhi/whatwedo/eventsandmeetings/ibsa/WCMS\\_172003/lang--en/index.htm](http://www.ilo.org/newdelhi/whatwedo/eventsandmeetings/ibsa/WCMS_172003/lang--en/index.htm)

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## 1. Initiative to combat child labour in Brazil, Bolivia, Ecuador and Paraguay: collaborating with the reorganization of the labour inspection system and with the training of new inspectors

**Implementation dates:** Paraguay 2010–June 2011, Bolivia 2010–June 2012; Ecuador 2010–December 2012

### *Description of the SSTC good practice*



Under the framework of the “Complementary Agreement on Technical Cooperation with Latin American and African countries for the Implementation of the ILO-Brazil Partnership Programme for the Promotion of South-South Cooperation” signed in March 2009, Brazil adopted four programmes on SSTC in the following areas: prevention and elimination of child labour, promotion of social security, elimination of forced labour, promotion of green jobs, and strengthening of trade

unions. One of these projects was the initiative to combat child labour in Brazil, Bolivia, Ecuador and Paraguay by collaborating with the reorganization of the labour inspection system and with the training of new inspectors. The initiative aimed at promoting the exchange of high-level visits to Brazil to learn from their experience of child labour in the health system and with regard to vocational training activities for youth and adolescents.

### *Scope of cooperation*



This initiative promotes the horizontal exchange of knowledge between Brazil, Bolivia, Ecuador and Paraguay through high-level visits and training activities. It has also benefited from close collaboration with a horizontal cooperation project funded by the United States Department of Labor (USDOL), which provided financial support for two of these joint visits. ILO/IPEC has played a key role in facilitating the exchange of knowledge and providing technical assistance: in Ecuador ILO/IPEC supported the Technical Working

Group with the systematization of the experience and the development of a National Report on the Elimination of Child Labour in Garbage Dumps, which was shared with its peer countries. Moreover, an agreement to implement a programme for the prevention and elimination of child labour among the indigenous population of the provinces of Chimborazo and Imbabura was adopted by the District Government of Cotacachi, the Union of Peasants and Indigenous People of Cotacachi (Unión de Campesinos e Indígenas de Cotacachi, UNORCAC), and the Communities and Development in Ecuador Foundation (Fundación Comunidades y Desarrollo en Ecuador, COMUNIDEC). In Bolivia the Gender, Generations and Social Team developed a project to strengthen the capacity of the educational system to respond to the issue of child labour, to be implemented with funds from the IPEC project on child labour and education financed by the Netherlands government.

### *Impact of the initiative to combat child labour in Brazil, Bolivia, Ecuador and Paraguay*

The initiative has proven effective in increasing the operational capacity of the labour inspectorate and strengthening and scaling up the impact of the initiatives undertaken in each country to combat child labour. Specific results have been achieved such as training programmes for labour inspectors in Bolivia and Paraguay. Additionally, the “Self-Learning Manual on Health and Safety for Child and Youth Labour” was translated from Portuguese into Spanish to facilitate the dissemination of knowledge to other countries of the region; a Child Labour and Health Observatory was established



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with support of the University of Brasilia and the Brazilian Ministry of Health, which is monitoring and providing assistance for such initiatives in the other countries.

Bolivia launched a new " Child Labour Monitoring System in Bolivia" which was developed in September inspired by the Brazilian model. Implemented by the Ministry of Labour, the system includes a manual on the process and inspection procedures, tools for collecting information on inspection activities, and information management software. Moreover, the results of the First National Survey on Child Labour 2010 were published as an outcome of the specific module on child labour included by the National Statistics Institute (Instituto Nacional de Estadísticas, INE) in their household survey.

In Ecuador a Technical Working Group was created as part of an agreement between the Ministry of Labour Relations, other government agencies and employers' organizations (chambers) of the sectors of agriculture, floriculture, animal husbandry and construction, to coordinate actions and promote joint programmes for the elimination of child labour such as the possibility to include child labour as an impact indicator of the cash-transfer programme "Bono de Desarrollo Humano".<sup>11</sup> Moreover, the experience and the development of a National Report on Elimination of Child Labour in Garbage Dumps and a Protocol for Prevention and Elimination of Child Labour in Garbage Dumps were systematized and launched by local authorities to facilitate the dissemination of knowledge with the support of the IPEC South-South Project.

In Paraguay the IPEC South-South Project facilitated the development of an integrated service targeting the most vulnerable through the coordination of two development programmes in the country, "Abrazo" and "Tekopora". Pilot programmes were launched to extend the programme ABRAZO to other forms of child labour in the localities of Tobatí and Encarnación. The project adapted and translated the "Self-Learning Handbook on Health and Safety of Children and the Youth" developed in Brazil, to introduce the issue of child labour in the public health system and the child protection network in Paraguay. The Paraguayan Industrial Union, in partnership with the DEQUENI Foundation, and with the support of the National Committee for the Eradication of Child Labour (CONAETI), launched in March 2011 a campaign called "United for a Paraguay without Child Labour". As a result of the exchange visits to Brazil, the Ministry of Public Health and Social Welfare of Paraguay issued Resolution No. 1027, dated September 2011, establishing procedures for the strategy aimed at youth (Integration Management of Adolescents and their Needs - IMAN), including child labour and hazardous work indicators in psycho-social evaluations. After the experience exchange with the Brazilian Dial 100 initiative, the National Secretariat for Children and Adolescents issued Resolution 740 approving the technical proposal for structuring the FONOA YUDA, a phone call service to report violations of rights of children and adolescents, as well as referral and monitoring, and to deal with crisis.

### ***Why is this South-South practice sustainable and innovative?***

The exchange visits demonstrated that developing countries can learn much by sharing their experience and that the ILO can play an effective role in facilitating the development of successful South-South Cooperation. This innovative mechanism was recognized by the South-South Expo 2010 Jury and received the 2010 South-South Cooperation Award for Innovation. It was presented as a solution on "Conditional Cash Transfer Programmes and Labour Inspection".<sup>12</sup>

<sup>11</sup> <http://www.worldbank.org/projects/P098167/apl1-bono-de-desarrollo-humano?lang=en>

<sup>12</sup> *South-South in Action (Winter 2011)*, p. available at:

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The Initiative to Combat Child Labour in Brazil, Bolivia, Ecuador and Paraguay has ensured the elimination of child labour is mainstreamed throughout the labour inspectorate system, for example in Bolivia with the "Monitoring System of Child Labour in Bolivia". It has resulted in concrete resolutions, agreements, campaigns, and studies that provide the basis for future activities with regard to the elimination of child labour. Moreover, the translation, systematization and adaptation of models and experience, as in the case of Paraguay which adapted Brazil's "Self-Learning Handbook on Health and Safety of Children and the Youth", facilitates the current and future transfer of southern solutions at regional and interregional level. Finally, initiatives such as Ecuador's National Report on Elimination of Child Labour in Garbage Dumps and a Protocol for Prevention and Elimination of Child Labour in Garbage Dumps serve as a tool and inspiration for other countries to adapt to their national context.

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## **2. Supporting actions to meet the 2015 targets to eliminate the worst forms of child labour in Lusophone countries in Africa through knowledge, awareness raising and South-South Cooperation**

**Implementation dates:** December 2010–December 2012

### **Description of the SSTC good practice**

The project foresees horizontal exchanges of good practices and lessons learned between Brazil and Portuguese-Speaking (Lusophone) African Countries. The main objectives are to develop National Action Plans (NAP) as the main strategy for the elimination of child labour; and to establish tripartite committees as the main strategy for the prevention of child labour. The key stakeholders are government institutions; the tripartite committees in each country which are represented by the Ministry of Labour, workers and employers; the ILO as a facilitator; and the US Department of Labor (USDOL) as well as the Brazilian Cooperation Agency (ABC) as donors. Finally, the Community of Portuguese Speaking Countries (CPLP) is a solid basis for cross-country learning and mobilization.

### **Scope of cooperation**

The project is a South-South and Triangular Cooperation initiative which foresees horizontal exchanges between Lusophone countries to combat and prevent child labour. The US provided financial support to the project through USDOL, and Brazil through the ABC. The CPLP plays a key role in the realization of the project, since it represents an essential forum that helps strengthen STTC mechanisms, particularly with PALOP countries.<sup>13</sup>

[http://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/genericdocument/wcms\\_174764.pdf](http://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/genericdocument/wcms_174764.pdf)

*ILO-IPEC project receives South-South Cooperation Award for Innovation* available at:

[http://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS\\_149454/lang-en/index.htm](http://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_149454/lang-en/index.htm)

<sup>13</sup> The CPLP must be distinguished from the PALOP countries since the organization is not only focused on the African region. It also includes Brazil, Portugal and Timor Leste: <http://www.cplp.org/>

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There are other international initiatives to combat child labour that run simultaneously with the project. For instance, the Community of Portuguese Speaking Countries' (CPLP) support to training and communication materials; the regional ILO project in Dakar with support of the Spanish Agency for International Development Cooperation; the ILO SCREAM<sup>14</sup> project for teachers; the TACKLE<sup>15</sup> project which is financed by the EU; and capacity building organized by Brazilian organizations. ABC also finances a project involving the same actors. The project supports action to meet the 2015 targets to eliminate the worst forms of child labour in Lusophone countries in Africa through knowledge, awareness raising and South-South Cooperation. It complements all these initiatives, and helps to combat child labour with an innovative approach. It supports activities on child labour that are planned and implemented by tripartite committees in the different countries and which are supported by national institutes addressing children's interests. The project also encourages joint PALOP meetings to learn from each other and jointly prepare for the 3rd Global Meeting on Child Labour to be held in Brazil in October 2013.<sup>16</sup>

### ***Impact of the PALOPS project on increasing capacities to tackle child labour***

Knowledge sharing between PALOPS countries with the support of Brazil and the US has made it possible to establish networks and capacity building, and to consolidate existing legislation and establish the concept of child labour in the five countries by identifying policy and legislation gaps. For example, a comparative study on the implementation of the Minimum Age Convention, 1973 (No. 138) and the Worst Forms of Child Labour Convention, 1999 (No. 182) was initiated. Bearing in mind a similar experience undertaken in Brazil in the context of MERCOSUR, the consolidation of provisions for child labour prevention within existing national legislation was deemed necessary to define robust Nation Action Plans (NAPs). The project has, through social dialogue and reflection on good practices, also improved the capacity of constituents and key stakeholders in the five PALOP countries to understand their role in national efforts to combat child labour. The multifaceted approach used by the ILO has increased the capacity of selected government institutions and social partners to advocate for the prevention of child labour at the national level. Finally, the various stakeholders participating in the project, and the establishment of tripartite committees, have been key factors in raising awareness of child labour issues and increasing commitment to combat and prevent child labour.

### ***Project/Initiative information***

[http://www.dol.gov/ilab/projects/sub-saharan\\_africa/LusophoneAfr\\_CECL.pdf](http://www.dol.gov/ilab/projects/sub-saharan_africa/LusophoneAfr_CECL.pdf)

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<sup>14</sup> <http://www.ilo.org/ipec/Campaignandadvocacy/Scream/lang--en/index.htm>

<sup>15</sup> <http://www.ilo.org/ipec/projects/global/tackle/lang--en/index.htm>

<sup>16</sup> Draft Evaluation Report, Project RAF/10/55/USA.

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### 3. Kenya, Uganda and Zambia: Development of a trade union policy on child labour

**Implementation dates:** 2006–2010

#### *Description of the SSTC good practice*

The ILO's International Programme on the Elimination of Child Labour (IPEC) project *“Support to development and implementation of time-bound measures against the worst forms of child labour (WFCL) in Zambia”* started in 2006 with the objective to strengthen the implementation and enforcement of relevant policies and legislation and to forge greater policy coherence through facilitating the formulation of a National Action Plan (NAP) for the elimination of the WFCL. The formulation of the NAP helped increase collaboration and coordination among the different stakeholders and was backed up with capacity-building initiatives.

#### *Scope of cooperation*

At the beginning of the project (February 2007) IPEC organized an initial study tour of Kenya as part of the consultative process. The purpose of the tour was to expand the knowledge base of the tripartite partners and key NGOs, which during the course of the study tour had the opportunity to study intervention strategies under the Kenyan Time-Bound Programme (TBP)<sup>17</sup> and previous IPEC projects in Kenya. **Kenya** was chosen as host country for the study tour since the country has a long experience in fighting child labour, has embarked on implementing a TBP, and has piloted a number of innovative approaches to fighting child labour. Moreover, the child labour situation in the two countries is similar in many ways with respect to the nature and root causes. Therefore, sharing experience and strategies for South-South replication between the two countries had great potential. The study tour aimed at sharing knowledge and experience on viable strategies for putting in place national time-bound measures against WFCL and supporting sustainable action by tripartite partners for possible replication in Zambia. Representatives of the Zambia Congress of Trade Unions (ZCTU) had the opportunity to come together with their Kenyan counterparts, the Central Organization of Trade Unions (COTU), to review strategies for trade union action against child labour. COTU had put in place a very effective policy on child labour and could therefore provide useful information and recommendations to ZCTU.



Moreover, COTU facilitated contacts between ZCTU and relevant colleagues from the National Organization of Trade Unions of **Uganda** (NOTU), which had also been developing effective strategies to combat the WFCL. NOTU shared its experience in building capacity among the confederation members in conducting surveys on child labour and in raising awareness of the consequences of child labour among workers. NOTU has been involved in monitoring the enforcement of labour legislation and has promoted improved working conditions for adolescents through collective bargaining. Furthermore, NOTU has created linkages with NGOs, local government and other workers' organizations. After its exchanges with COTU and NOTU, ZCTU drafted an Action Programme with the objective of formulating a union policy on child labour. A good quality policy and an important learning experience resulted from this process not only for ZCTU, but for all three trade union bodies included in the process. ZCTU has a coherent institutional policy framework in place for accelerated action against child labour.

<sup>17</sup> <http://www.ilo.org/ipecinfor/product/viewProduct.do?productId=3047>

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### ***Why is this South-South practice sustainable and replicable?***

By establishing its own policy on child labour, ZCTU guarantees continuing and sustainable efforts against child labour even after the end of the project. Sectoral policies will be developed based on ZCTU policy and the awareness created among trade union leaders ensures that child labour issues are mainstreamed into trade unionism in the country. In general, participants found the study tour useful for the establishment of a time-bound programme in Zambia as it provided important insights into how local level structures can be established, strengthened and used and how different partners can give their contribution. The practice involved trade union leaders from the very beginning of the programme. Furthermore, the wide consultations conducted during data collection and analysis contributed to the success of the Action Programme, following principles of horizontal cooperation. National union leaders need to be strongly involved in the process of creating and raising awareness of trade union policy on child labour. This enables them to clearly understand their role as policy formulators, to supervise the formulation of sectoral policies and to monitor their implementation. Intensified capacity building on child labour concerns among congress affiliates is very important. Activities aiming at eliminating child labour and the activities of other stakeholders can be further linked, favouring horizontal cooperation networks. District child labour committees, which include social dialogue, need the support of cooperating partners.

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## **II. South-South Cooperation, Job Creation and Employment**

Global unemployment has reached historically high levels. Accordingly, there is a greater need to put employment at the core of economic and social policies. Productive and freely chosen employment is at the centre of the ILO's mandate, and the Organization is committed to full employment, carries out research, and takes part in international discussion of employment strategies. The ILO identifies policies that support the creation of decent work and income. These policies are formulated in a comprehensive Global Employment Agenda<sup>18</sup> developed in consultation with the three sets of ILO constituents.

Cooperation between countries of the South has great potential to help offset the effects of the global economic crisis. Owing to the crisis, the vast majority of countries are experiencing a sharp reversal of the robust growth that occurred during the period 2002-2007.<sup>19</sup> There is however growing consensus that developing countries may soften the impact on their economies by increasing cooperation with one other.

The Global Jobs Pact (GJP)<sup>20</sup> is designed to guide national and international policies aimed at stimulating economic recovery, generating jobs and providing protection to working people and their

<sup>18</sup> <http://www.ilo.org/employment/areas/global-employment-agenda/lang--en/index.htm>

<sup>19</sup> (SG Report A/64/321)

<sup>20</sup> <http://www.ilo.org/jobspact/lang--en/index.htm>

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families. Adopted at the 2009 International Labour Conference, it represents the most urgent and wide-ranging response to an economic crisis ever adopted by the ILO. It calls on governments and organizations representing workers and employers to work together to collectively tackle the global jobs crisis through policies in line with the ILO's Decent Work Agenda.

Some of the initiatives proposed under a South-South or triangular modality that would make it possible to mitigate the effects of the crisis by putting employment and social protection at the core of recovery policies, include identifying role models in developing countries and sharing their experience with others. Important areas of contribution to knowledge sharing on the Decent Work Agenda and promotion of the Pact include –

- *Sharing good practices in the formulation and adaptation (or replication) of micro-finance schemes* to face the rising levels of unemployment and loss of jobs among vulnerable groups;
- Sharing experience on new incentives and *mechanisms for enterprise creation*, especially SMEs, which in developing and developed countries constitute the largest part of the sustainable and growth-generating employment base;
- *Promoting the replication and adaptation of employment guarantee programmes/schemes in developing countries* and can be especially cost-effective in the face of a crisis. (e.g. in Argentina, Indonesia and, particularly, in India);
- *Sharing of youth employment schemes*, given that young men and women are most likely to be affected by growing unemployment and precarious jobs.

Within the framework of the Global Jobs Pact, and the promotion of the Decent Work Agenda, sharing experience of how developing countries have protected themselves from the crisis has become a high-priority issue in national agendas. The ILO is helping national public employment services expand their job-matching, counselling and training services to new jobseekers and to connect enterprises to programmes that can help them avoid lay-offs, in many cases through the exchange of national experience (for example, in Chile and Viet Nam and at the African regional employment service conference in Cameroon).

In addition, with a view to supporting South-South knowledge sharing, the ILO has been collaborating with ASEAN, based on a Cooperation Agreement signed by the two organizations in 2007, in the various areas of employment and decent work, including core labour standards, youth entrepreneurship, labour market analysis and statistics, and occupational safety and health. Japan has been financing a project on an “ASEAN-focused Labour Market Programme” (2009) supporting South-South initiatives in Asia. The good practices below contain a snapshot of initiatives that have been effective in promoting job creation and employment, and which have the potential to be replicable.

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## 1. Regional seminars and community of practice for labour-based practitioners

**Implementation dates:** 1990–ongoing

### *Description of the SSTC good practice*



In the context of SSTC, the ILO has been working closely over the last 23 years with various African governments to host the regional seminars for labour-based practitioners, which have been held every two years in the African region, bringing together practitioners, planners, policy makers, researchers, funding and development partners and all others involved in infrastructure development from the region and beyond to discuss developments, share experience and ideas on the application of employment-intensive approaches in the delivery of essential infrastructure. The purpose of the Seminar is to promote widespread and cost-effective use of employment-intensive approaches to infrastructure development that result in sustainable assets and optimize the creation of employment opportunities. The past fourteen regional seminars have been held in various sub-Saharan Countries drawing practitioners and other interested stakeholders from Africa, America, Asia and Europe to share views and experience and review developments in employment-intensive approaches. Seminar participants come from a range of institutions, including labour-based implementers, NGOs, training institutions and the private sector. The seminars facilitate South-South knowledge sharing, learning and expanding of knowledge through presentation, discussion and debate on the state of the art of policy, practice, research and development, and to exchange views on specific themes related to employment-intensive investments and local resource-based approaches. The proceedings and papers offer a unique rich source of knowledge on the issues, challenges, best practices and research findings on the application of labour-based technologies and local level planning. The 15<sup>th</sup> Regional Seminar is to be organized in Cameroon by the Ministry of Public Works, with technical support from the ILO, through its Employment Intensive Investment Programme (EIIP).

### *Why are these South-South initiatives sustainable and replicable?*

The first two seminars held in Mbeya, Tanzania in 1990 and Mofasi, Lesotho in 1992 were both financed, organized and chaired by the ILO, with initially some 21 participants from 6 countries, but mainly ILO staff from projects in East Africa and the second with 36 participants from 14 countries. However, since then the seminars have not only continued to grow in terms of numbers of participants (mainly from southern countries), but also in terms of the number of countries and regions covered. The scale has grown significantly over the years, with some 450 participants from 27 countries participating in 2007 at the 12th Seminar in Durban, South Africa, 465 participants at the 13th seminar in Kampala, Uganda and some 400 practitioners present at the 14th seminar in Accra, Ghana.

In terms of *national ownership* of these seminars, since 1993 the third Seminar was hosted by the Zimbabwe Institute of Civil Engineers, the fourth in 1995 by the Research Centre for Employment Creation in Construction, part of the University of Witwatersrand, South Africa, and the fifth by the Department of Feeder Roads in Ghana. Ghana was the last country to host the seminar before a fee paying system was introduced. Since then, it has been mainly hosted by the governments themselves – in many cases between the equivalent of the Ministry of Public Works, Transport and Communications; Ministry of Local Government; Ministry of Planning and Economic Development; Ministry of Roads and Highways; and the Ministry of Employment and Social Welfare. At the end of

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each Regional Seminar, countries bid to host the next one and participants vote in for the next hosting country. This year the 15th Regional Seminar will be hosted by the Government of Cameroon represented by the Ministry of Public Works and Transport. Over the years, the Regional Labour-based Seminars have become a major international platform for South-South learning on labour-based practices and employment-intensive investments.

### *The comparative advantage of SSTC in supporting the Regional Labour-based Seminars*

- (a) Ministerial meeting promoting South-South dialogue and policy making on productive and full employment among countries in the South for the “South”

At the 10th Seminar in Arusha, Tanzania (2003) seminar participants formulated the “Arusha Statement” on the final day of the seminar and resolved to adopt the Statement and pursue follow-up action in their respective countries to address these shortfalls. The progress and actions taken were reviewed during the regional seminar held in Kenya in 2005. Since then the Mombasa (2005), Durban (2007) and Kampala (2009) Statements have been introduced. The appropriate follow-up and their impact is assessed at the following seminar.

In Durban, South Africa (2007) a parallel ministerial meeting was held during the Seminar in which 12 Ministers of Labour and Public Works from Angola, Botswana, Kenya, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe critically reviewed and discussed the potential of infrastructure and service delivery in creating decent productive employment opportunities and its impact on poverty reduction, social cohesion and political stability. Following their meeting the Ministers issued a Ministerial Statement in which they reaffirmed their commitment and support towards optimizing employment creation in the delivery of essential infrastructure and service delivery. These ministerial meetings are now part and parcel of the Regional Seminars for Labour-based Practitioners. At the 14<sup>th</sup> seminar in Ghana some 15 Ministers reviewed the Kampala Statement and requested that ILO continue to engage with partners such as the International Monetary Fund, the World Bank, the European Union and the G20, and to strengthen its provision of technical advisory support on best practices, capacity building and knowledge sharing, with an emphasis on advocacy and employment impact assessment.

- (b) A self-financed, nationally-owned and organized, international platform for South-South learning on labour-based practices

What started as a small seminar organized by the ILO to review current practice at the time by gathering experts and practitioners together in the field in a specific region of East and Southern Africa, has now become an international conference attracting over 400 participants from all over the world. In 1999, at the 7<sup>th</sup> Seminar, a representative from Cambodia was present. In the year that followed, at the eight seminar in Cairo, the Asian representation grew to include Cambodia, Indonesia, Laos, Philippines, and Thailand. In 2007, at the twelfth seminar the first participant from Latin America was present. These seminars have been conducive to the active exchange of ideas and information through “South-South” learning, based on participants' experience in the region; and also to draw on their previous experience from other areas, now contributing to over two decades of documented experience and knowledge.



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- (c) Develop capacities of national practitioners and decision-makers involved in policy development in different ministries (employment, rural development, public works, planning, local government, youth, etc.)

The seminar brings together practitioners in labour-based works to exchange ideas and experience, to be appraised of new policies and developments, and to identify and address key issues of concern. It is part of a series of regular meetings organized to support the regional and global commitments to promote employment-intensive investments in Africa in the delivery of infrastructure as a tool for poverty reduction.

- (d) Create networks of key people involved in job creation through public investments

The seminars have been conducive to creating networks of practitioners not only from Africa, but worldwide, embracing employment-intensive approaches in many sectors, with a main focus on infrastructure (to benefit the community) and transport services in rural and urban low-income areas. They have also created an additional platform for inter-ministerial dialogue and exchange and have fostered the harmonization of approaches on optimizing the employment potential of public investments.

### **Contact**

Employment Intensive Investment Programme

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## **2. ILO/CINTERFOR**

**Creation:** 1963



### ***ILO/CINTERFOR and South-South and Triangular Cooperation (SSTC)***

The Inter-American Centre for Knowledge Development in Vocational Training (ILO/CINTERFOR) was established by the ILO in 1963 at the request of Latin American countries, and is based in Montevideo, Uruguay. With over 65 member organizations in Latin America, the Caribbean, Spain and Cape Verde, the Centre promotes capacity-building and the development of national training institutions, vocational training as a tool for social inclusion, and social dialogue in vocational training. One of its primary tools for knowledge sharing is its online community.<sup>21</sup> Since its creation, ILO/CINTERFOR has been promoting collective construction of knowledge and SSTC, especially in issues related to the development of human resources. It is a specialized centre of the ILO that articulates and coordinates the biggest and most prestigious network of public and private institutions and entities, devoted to strengthening labour competencies.

### ***ILO/CINTERFOR's role in disseminating knowledge***

The Centre actively promotes and facilitates cooperation, coordination and exchanges between its member institutions and entities. It facilitates dialogue between equals on issues at regional and global level; it helps to establish and strengthen links between its members. It systematizes and shares

<sup>21</sup> <http://www.oitcinterfor.org>

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knowledge and practices that are generated from this exchange and collaboration. Comprising more than 65 institutions from 27 countries in Latin America, the Caribbean, Spain and Cape Verde, it is a key partner in permanently updating the **knowledge management platform** available to the world of vocational training. ILO/CINTERFOR offers this platform, which comprises several services to the world of vocational training –<sup>22</sup>

- **Teaching Resources Bank:** Access to over 12,000 resources. After SENAI's contribution in 2009,<sup>23</sup> the contributions of other VTIs in the network were added. The value of these resources is beyond measure, not only in monetary terms, but because of their content, quality and relevance.
- **Experiences database:** Experiences in fields such as the use of ICTs in training, improving productivity, social dialogue and competency recognition.
- **Skills profiles database:** Access to over 6,000 occupational profiles, identified and validated by social partners, in numerous countries and different productive sectors. Curriculum designs and means of evaluation and certification are also available.
- **Specialists' database:** Over 150 CVs of professionals are accessible, most of them connected to the Vocational Training Institutions (VTIs) and Ministries members of the network.
- **Communities of apprenticeship and practice:** (<http://evc.oitcinterfor.org>) ILO/ CINTERFOR coordinates several virtual forums and practice communities.

ILO/CINTERFOR has promoted the collective construction of knowledge through SSTC, sharing of technological resources and capacity building in the countries. This has helped to form a support network that jointly involves multiple institutions, disseminates information and assists the regional integration processes in Latin America and the Caribbean.

### ***Why are ILO/CINTERFOR's initiatives sustainable and replicable?***

The impact of CINTERFOR's work underscores broader access to knowledge, innovations and successful experience. Its platform is visited by 196 countries. The objectives of the centre are to promote and strengthen SSTC for the institutional development and modernization of vocational training among its members and other regions in the world. These objectives are consistent with the G20 Training Strategy and could be replicated on a global scale. By contributing to the dissemination of knowledge on vocational training, ILO/CINTERFOR strengthens the role of SSTC in framing national plans and strategies that are in line with the Decent Work Agenda. Likewise, projects developed under its auspices are a source of inspiration to expand the knowledge sharing experience to other fields relevant to the world of work. For instance, following the success of knowledge sharing in the area of vocational training, a System for Integrated Measurement and Improvement of Productivity (SIMAPRO) has been introduced in a number of countries. SIMAPRO is a participative mechanism<sup>24</sup> for knowledge management in organizations. It helps to generate a system that connects training with productivity in a permanent, holistic and inclusive way. The system employs a measurement tool and a feedback mechanism involving staff at all levels.

<sup>22</sup> <http://www.oitcinterfor.org>

<sup>23</sup> <http://www.senai.br/br/home/index.aspx>

<sup>24</sup> <http://www.oitcinterfor.org/en/productividad/simapro>

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## Project /Initiative Information

<http://www.oitcinterfor.org/en/general/mission-vision-and-functions>

### Contact

Inter-American Centre for Knowledge Development in Vocational Training

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+ 598 29 02 05 57

## 3. SENAI's experience in the implementation of SSTC

**Implementation dates:** Ongoing

### Description of the SSTC good practice

Founded in 1942, SENAI (National Service for Industrial Apprenticeship) is a Brazilian non-profit organization with a mandate to provide technical and vocational education and training in industrial areas of expertise and to promote applied research and technology transfer for the benefit of Brazilian industry. SENAI is one of the major Brazilian players in South-South Cooperation. With the Brazilian Ministry of External Relations, SENAI is responsible for the implementation of 15 technical and vocational training centres in Latin America, Africa and Asia. SENAI has also been invited by the largest providers of development aid (Germany and Japan) to design and execute structural triangular projects in Latin America and Africa.



The institution is responsible for the training of 2.5 million professionals per year, and the administration of a network of 809 mobile and fixed operational units with 55 million students enrolled since its creation. Initially concerned with vocational education, SENAI is today a world reference in vocational training, technical and technological assistance, and producing and disseminating information.

The institution has been permanently changing itself according to the needs of national industry through strategic alignment organized around the changes in the sociopolitical and economic context over its more than seven decades of existence.<sup>25</sup>



<sup>25</sup> <http://www.oitcinterfor.org/node/2420>

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### ***Why is this South-South programme sustainable and innovative?***

SENAI reaches a wide audience through its training programme. The organization also promotes accessibility to its training materials for students with special needs. Moreover, by offering a distance learning platform, SENAI gives access to hundreds of courses, from initial and continuing education to graduate courses. It also offers solutions tailored to companies' specific demands.<sup>26</sup> These courses are available 24 hours a day, 7 days a week, and cover more than 20 technological areas. By the same token, "SENAI Mobile" aims to enhance its educational technology, physical and pedagogic support by means of mobile applications, including new learning methods and kits. This project is sustainable due to its extensive and updated offer of technical education and vocational training in terms of apprenticeship, qualification courses, technical courses, undergraduate programmes, and postgraduate programmes. Technology and innovation are covered in areas of technical assistance, technology transfer, and applied research (R&D). SENAI adapts itself to present and future industrial trends by constantly modernizing its technological resources and infrastructure.

SENAI's contribution to the world of work is consistent with the main public policies on technical education and vocational training.<sup>27</sup> Methods of implementation involve expanding the skills certification programme nationwide, increasing the supply of courses in line with industrial trends through the use of prospective analysis, expanding SENAI's distance learning network, developing programmes to train teachers, technicians and managers, guaranteeing annual investments to keep facilities and technologies up to date, expanding the use of mobile technologies in distant regions, and consolidating a systematic evaluation of the educational process.

### ***Project/Initiative information***

<http://www.portaldaindustria.com.br/senai/>

<http://www.senai70anos.com.br/#>

### ***Contact***

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## **4. Knowledge management on quality and equity in vocational training and its contribution to Decent Work in Latin America and the Caribbean (LAC)**

**Implementation dates:** June 2008–May 2011

### ***Description of the SSTC good practice***

This project strengthened vocational training institutions through knowledge management with the purpose of improving equality and equity in vocational training policies, employment services and occupational guidance. The project aimed to integrate knowledge, good



<sup>26</sup> [http://www.portaldaindustria.com.br/senai/iniciativas/programas\\_servicos/](http://www.portaldaindustria.com.br/senai/iniciativas/programas_servicos/)

<sup>27</sup> 1.) Increase the number of technical and vocational training centres, 2.) Stimulate a closer integration between vocational training and basic education, 3.) Increase funding to promote the modernization of facilities and the training of teachers, and 4.) Develop a system of skills certification.

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practices and strategies developed in previous phases of cooperation; it was executed by the Inter-American Centre for Knowledge Development in Vocational Education (ILO/CINTERFOR).<sup>28</sup> With over 65 member organizations in Latin America, the Caribbean, Spain and Cape Verde, the Centre promotes capacity building and development of national training institutions, vocational training as a tool for social inclusion, and social dialogue in vocational training. One of its key tools for knowledge sharing is its online community.

### ***Scope of cooperation***

This project received funding from the Swiss Agency for Development Cooperation (SDC), facilitating exchanges between several LAC countries, and is an ideal example of triangular cooperation. The project was implemented to fulfil the demands of LAC vocational training institutions for a virtual platform to enable exchanges of good practices is a good example of SSTC.<sup>29</sup> With the ILO/CINTERFOR as an executing agency, SSTC took place thanks to the commitment of the LAC countries involved.

### ***Why is this South-South practice innovative and sustainable?***

By using information and communication technologies (ICTs) to share knowledge, the project reaches a wide audience (e.g. unions, labour ministries and vocational training institutes). In addition, the use of ICTs is cost-efficient as it requires a minimal infrastructure. ILO/CINTERFOR relies heavily on ICTs to facilitate knowledge sharing; online forums and databases enable the dissemination of experiences and research. ILO/CINTERFOR's knowledge sharing platform allows access to over 12,000 teaching resources, more than 6,000 skills profiles and outstanding experience.<sup>30</sup> Several VTIs are delivering training through mobile device applications.<sup>31</sup>

### ***Why is this knowledge sharing practice replicable?***

The creation of a knowledge-sharing virtual platform is consistent with the G20 Training Strategy that is aimed at equipping the workforce with the skills required for the jobs of today and tomorrow.<sup>32</sup> For practitioners there is an interest in learning about what is working in other training programmes and possibilities for replication. It is useful for policy makers to hear other viewpoints and get feedback on policy outcomes elsewhere prior to taking their own decisions.

### ***Project/Initiative information***

The primary contact office is ILO/CINTERFOR, based in Montevideo, Uruguay – [www.oitcinterfor.org](http://www.oitcinterfor.org)

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<sup>28</sup> <http://www.oitcinterfor.org/>

<sup>29</sup> [http://www.oitcinterfor.org/sites/default/files/file\\_publicacion/resum\\_pgdec\\_0.pdf](http://www.oitcinterfor.org/sites/default/files/file_publicacion/resum_pgdec_0.pdf)

<sup>30</sup> <http://www.oitcinterfor.org/banco-recursos-didacticos/inicio>

<sup>31</sup> [http://www.oitcinterfor.org/tic\\_formacion/inicio](http://www.oitcinterfor.org/tic_formacion/inicio)

<sup>32</sup> [http://www.ilo.org/skills/pubs/WCMS\\_151966/lang--en/index.htm](http://www.ilo.org/skills/pubs/WCMS_151966/lang--en/index.htm)

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## 5. Managing your Agricultural Cooperative – My.COOP <sup>33</sup>

**Publication:** 2011

### *Description of the SSTC good practice*

Managing your Agricultural Cooperative, “My.COOP”, is a training package published in 2011. It covers managerial challenges that many agricultural cooperatives face, and is based on the idea that strong cooperatives are necessary for a more equitable distribution of income, democracy, and economic and social development. My.COOP is a partnership initiative that draws on the success of the ILO’s Materials and Techniques for Cooperative Management (MATCOM) Programme (1978-early 1990s) that developed over 40 training tools. The My.COOP training package includes a trainer’s manual, four modules, and a mobile learning toolkit. <sup>34</sup> It uses a five-pronged delivery strategy:



- Training of trainers and training of managers delivered by the ITC-ILO <sup>35</sup>
- A network of partners and trainers
- Face-to-face, self-learning and distance learning
- Use of a My.COOP community platform where a series of services and tools, such as a distance learning programme for training of trainers, translated and adapted My.COOP training material, and information on partners can be found
- A package containing the manuals and modules in booklets.

### *Scope of cooperation*

The My.COOP partnership was initiated by the ILO Cooperative Facility for Africa and the ILO’s Cooperative Branch (COOP). The partnership and other support organizations include: Agriterra, the Cooperative College of Kenya, FAO, ITC-ILO, the Kenya National Federation of Agricultural Producers, the Moshi University College of Cooperative and Business Studies, the Nigerian Cooperative Development Centre, the Royal Tropical Institute, the Uganda Cooperative Alliance and the Wageningen University and Research Centre.

### *Impact of the initiative*

Training activities are meant to strengthen the management of agricultural cooperatives so they can offer high-quality, efficient and effective services to their members. Moreover, they provide guidance

<sup>33</sup> [http://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/documents/publication/wcms\\_167315.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/publication/wcms_167315.pdf)

<sup>34</sup> The trainer’s manual: A series of learning activities for each Module and a sample training programme. Module 1. Basics of agricultural cooperatives: basics of agricultural cooperatives; challenges for cooperatives; cooperative governance; management, capital formation and finance; Module 2. Cooperative service provision: what are the needs of the members? ; what services to provide? ; who will provide the service?; Module 3. Supply of farm inputs: procurement of inputs; storage and stock management; selling the Service; Module 4. Cooperative marketing: marketing services; strategic marketing; certification The mobile learning toolkit. Learning activities using the mobile phone to enhance classroom training before, during or after the event. The my.COOP mobile learning toolkit, available at: <http://jenniferparker.posterous.com/mobile-learning-toolkit>

<sup>35</sup> <http://moodle.itcilo.org/mycoop/>

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to ensure member satisfaction, facilitate business opportunities and address social considerations. Direct beneficiaries of the training package include trainers of cooperatives, managers of agricultural cooperatives, and members involved in managerial tasks. Employees and members of the agricultural cooperative and the local community indirectly benefit from the programme because of organizational changes.

### ***Why is this South-South practice sustainable and replicable?***

Pilot training activities and country adaptations are taking place in Bolivia, Nigeria and Peru. The My.COOP network of partners would allow the training package to be extended to other countries. Although the existing training materials are currently available in English, they will soon be translated into Spanish to reach a wider audience. The My.COOP training package is adaptable to local situations and contexts. For instance, modules and topics can be used independently from each other and in any given order to address specific needs. They are illustrated by practical cases from various parts of the world which contain explanatory boxes on definitions and concepts.

Finally, the training package is very flexible because of the delivery strategy mentioned above. It leaves space for self-learning and offers self-assignment opportunities. Similarly, face-to-face and distance learning (My.COOP resource platform) contribute to the success of the programme and target cooperatives worldwide.

### ***Project/Initiative information***

ILO Cooperative Branch (EMP/COOP): [www.ilo.org/coop](http://www.ilo.org/coop)

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## **III. South-South Cooperation and Social Protection**

The ILO is committed to helping countries extend social protection to all groups in society and to improving working conditions and safety at work. The extension of social protection is an international public good that contributes to peace and social cohesion, to political stability and to regional economic development. Social protection schemes in developing countries typically only cover those in formal sector employment, while the vast majority of the population works in the informal sector. In fact, only 20% of the world population has access to adequate social security. Social protection floors (SPFs) offer strong support to the growth of formal employment by including workers within national development strategies, thereby helping alleviate social exclusion and poverty. Hence, innovative cash transfer programmes developed in the South are successful ways in which coverage can be extended and portray the important role some countries should play as actors rather than spectators of development cooperation.

The Campaign *Social Security and Coverage for All* (signed between 18 countries, the European Commission and the International Training Centre of the ILO, Turin) provides an auspicious setting for South-South Cooperation within this domain. The campaign was launched in 2001 during the International Labour Conference, when governments, employers' and workers' representatives reached a new consensus on social security as an important tool to reduce poverty and to promote social and economic development. Since then, the ILO has taken a number of initiatives, including the

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exchange of experience and the training of officials, for the development of social policies based on family grant schemes.

The joint UN Social Protection Floor Initiative (SPF-I) was adopted in April 2009 by the United Nations Chief Executives Board (CEB) as one of its nine initiatives to address the current global crisis and was supported by a resolution adopted by the United Nations General Assembly.<sup>36</sup> It aims to promote nationally defined strategies that protect a minimum level of access to essential services and income security for all. A national Social Protection Floor guarantees access to essential services and support throughout the life-cycle for children, people of economically active age and older persons, paying particular attention to vulnerable groups and considering further key characteristics in given contexts (gender, socio-economic status, ethnicity, disabilities, populations exposed to natural hazards, etc.).

Ensuring an SPF for the entire world population represents a considerable challenge, but research has shown that it is feasible to implement all or some of the basic elements of the social protection floor even in low-income countries with an adequate set of policies implemented to better adapt to their realities. In this regard, the Social Protection Floors Recommendation, 2012 (No. 202) provides guidance to the Members of the ILO to “establish and maintain, as applicable, SPFs as a fundamental element of their national social security schemes”, and to implement SPFs within national strategies for the extension of social security.

Many developing countries have already successfully taken measures to introduce elements of national social protection floors. Flagship programmes have shown that the impact of the social floor on poverty can be dramatic, such as *Oportunidades* and *Seguro Popular* in Mexico, *Bolsa Família* in Brazil, the subsidized health insurance scheme in Colombia, the child, old-age and invalidity grant system in South Africa, the health insurance scheme in Rwanda, the unfolding 100-day employment guarantee scheme or *Yeshashwini* and health schemes in India.

This illustrates that safety nets are already in place in some countries of the Global South with sufficient institutional capacity. Considering the technical knowledge of these countries, they can support other countries in their efforts to build, expand, extend and reorient their social protection systems by offering technical assistance and capacity building through the provision of know-how and advisory manpower in the framework of a South-South exchange. The good practices listed below illustrate how the ILO works closely with various partners to promote the dissemination of replicable initiatives that ensure a safety net to millions of people, including the most vulnerable.

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<sup>36</sup> Resolution A/C.2/64/L.61 “welcomes the joint crisis initiative launched by the United Nations System Chief Executives Board for Coordination in 2009 to provide coordination on social protection floors, which aims at advocating for and advising on the provision of social protection floors and public spending in ways that will both kick-start growth and support more inclusive and sustainable social and economic development”.



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## 1. South-South Cooperation for the implementation of gender-sensitive social protection floors (SPFs) at country level

**Implementation:** The official launch of the South-South Cooperation initiative took place in Phnom Penh, Cambodia, on 26 April, 2012.

### *Description of the SSTC good practice*

The South-South Cooperation Initiative (SSCI) is the result of increased collaboration between the United Nations Office for South-South Cooperation and the ILO.<sup>37</sup> The project aims at facilitating South-South and triangular cooperation between countries and other partners that have acquired expertise in a particular area related to the design and implementation of SPF policies or specific SPF components, with countries that are currently seeking assistance to overcome a particular challenge in their efforts to reform, design and implement SPF policies and SPF components.<sup>38</sup>

The project pays particular attention to promoting a gender-sensitive approach in introducing SPF elements at the country level. It contributes to institutional development at various levels. It (1) improves South-South and triangular cooperation in particular by facilitating the sharing of experience between partner countries; (2) improves the technical capacities of officials in government and social security institutions to plan, manage and implement gender-sensitive social services and transfers; and (3) raises awareness and provides an evidence base for national stakeholders, UN agencies, technical and financial development partners, and other partners and organizations involved in social protection by documenting and disseminating the shared experience and findings of the project (particularly through internet platforms such as the Global Extension of Social Security<sup>39</sup> and the Global South-South Development Academy<sup>40</sup>).



Source: ILO

### *Why are existing SPFs mechanisms replicable?*

Many developing countries have already successfully taken measures to introduce elements of national social protection floors. Programmes in these countries show that the impact of the social floor on poverty, vulnerability and inequality can be dramatic. Considering the technical knowledge of these countries of the South, they are in a unique position to advise and support other countries in their efforts to build, expand, extend or reorient their social protection systems. It is well recognized that the knowledge, skills, and technical expertise that can be exchanged through South-South and triangular cooperation are in many cases those most suitable to meeting the development challenges faced by others in the South.

<sup>37</sup> <http://south-south.ipc-undp.org/library/successful-social-protection-floor-experiences.html>

<sup>38</sup> In April 2009, the UN Chief Executive Board launched the Social Protection Floor Initiative (SPF-I) as one of nine initiatives to face the financial and economic crisis and accelerate recovery. The SPF has subsequently been adopted during the International Labour Conference 2009 as a key element of the Global Jobs Pact. During the 101st session of the international Labour conference (June 2012), ILO constituents have adopted a Social Protection Floors Recommendation which provides guidance to the Members of the ILO to “establish and maintain, as applicable, SPFs as a fundamental element of their national social security schemes”, and to implement SPFs within national strategies for the extension of social security.

<sup>39</sup> <http://www.social-protection.org/gimi/gess/ShowMainPage.do>

<sup>40</sup> <http://tcdc2.undp.org/GSSDAcademy/default.aspx>

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In Cambodia the South-South Cooperation initiative supports the implementation of a national social protection strategy and the development of specific social protection schemes. It started by supporting the design of the PEOPLE Service (Promotion and Enhancement Of People, Livelihood and Equity), an innovative mechanism intended to improve the coordination, monitoring, and delivery of integrated social protection and labour market policies/interventions for the poor and vulnerable, which was launched in 2012 by the Prime Minister of Cambodia. The PEOPLE service, also known as the Single Window Service, is a coordinating mechanism between the main social protection programmes and employment-related services which uses an integrated database. Some countries have already implemented some or all of the components of such a coordinating approach, including India, Brazil, Argentina, Chile, South Africa, Pakistan and China. The lessons learned from these countries with long experience are very useful to adapt the concept to the Cambodian context. South-South exchanges play a key role in the implementation phase to facilitate transfer of know-how and technology.

In 2012 a first South-South advisory and knowledge sharing mission with an Indian technical expert on “Mission Convergence” was organized in the framework of the design of the social protection delivery system. South-South exchange missions with prominent Thai experts from the National Health Security Office (NHSO) and Health Insurance System Research Office (HISRO), to support the design of the IT system for the management and monitoring of the National Social Security Fund (NSSF) Health Insurance Scheme took place in June 2012.

In Togo the South-South Cooperation initiative supports the implementation of the National Social Protection Strategy launched in 2012 by the Prime Minister of Togo, and the development of integrated social protection schemes, while focusing on the development of delivery and implementation mechanisms that will encourage coordination between schemes, institutions and different technical ministries and levels of government. A first technical mission with Brazilian and Indian experts to support the implementation of the National Social Protection Strategy in Togo took place in October 2012.

### ***Why is this South-South practice sustainable?***

The project facilitates information and experience sharing between partner countries. Only countries that have identified social protection as a priority in their national development frameworks and have requested technical assistance have been selected as requesting countries for this project. This will ensure commitment and ownership on the part of partner countries. As the facilitation of experience sharing and provision of technical assistance will only provide an evidence base for countries to improve their planning processes for SPF activities, sustainability of the project outcomes and impact on ultimate beneficiaries will depend on how the selected requesting countries will use the findings in their future policy making and implementation strategies. Responsibility for implementing the social protection floor elements thus lies with national governments.

Other financial and technical partners have been involved in the implementation of the national social protection strategy and the development of specific social protection schemes, which will enhance the sustainability of the project outcomes and impact on beneficiaries.

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## 2. Innovations in Public Employment Programmes (IPEP) at the ILO; Public employment programmes (PEP); and conditional cash transfers (CCTs)

**Implementation dates:** April 2009–ongoing

### *Description of the SSTC good practice*

In the context of SSTC, the ILO is working closely with various partners to highlight innovations in public employment programmes (PEPs), advancing the ILO Employment Policy Convention, 1964 (No. 122), promoting “full, productive and freely chosen employment” and the Social Protection Floors Recommendation, 2012 (No. 202), advocating employment guarantees and income security. The ILO, through its Employment Intensive Investment Programme (EIIP), has developed a modular training package, including a design exercise and a guidebook. Modular training courses have been offered annually in collaboration with the International Training Centre of the ILO, Turin (ITC-ILO) since 2009, also creating a learning platform accessible through the Internet.<sup>41</sup> In addition, the EIIP has facilitated South-South knowledge development and sharing of experience on the design of large-scale public employment schemes through various fora, including the Mary Robinson Foundation on Climate Justice, the IBSA (India-Brazil-

South Africa) International Conference on “*Innovations in PEP & Sustainable Inclusive Growth*”,<sup>42</sup> and more recently the Global South-South Development Expo on “*Energy, Climate Change and Decent Work*”.<sup>43</sup> The ILO also works closely with IBSA countries in promoting the lessons learned from initiatives such as India’s Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA), Brazil’s Bolsa Família<sup>44</sup> and South Africa’s Community Works.<sup>45</sup> The latter is part of an Expanded Public

<sup>41</sup> <http://ipep.itcilo.org>

<sup>42</sup> The IBSA (India-Brazil-South Africa) trilateral development initiative has been a major driver of South-South Cooperation and exchanges. Even though it is not new, South-South Cooperation has become more visible in recent years with the intensification of technical, cultural, economic and political exchanges between countries. The bridges between IBSA and the ILO were laid at the 4th Summit of Heads of States and Governments in April 2010 when IBSA leaders reiterated the need to promote a job-intensive recovery from the economic slowdown and create a framework for sustainable growth. In this context an International Workshop on South-South Cooperation on “Innovations in Public Employment Programmes and Sustainable Inclusive Growth” was held in New Delhi, India from 1-3 March 2012. The workshop was organized by the Ministry of Labour & Employment, Government of India in collaboration with the Ministries of Rural Development and External Affairs, with the technical collaboration of the International Labour Organization. The main objective of the workshop was to share knowledge between countries to ensure better cohesion for overall inclusive growth with equity.  
<http://www.ilo.org/newdelhi/whatwedo/eventsandmeetings/ibsa/lang--en/index.htm> and  
[http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---sro-new\\_delhi/documents/genericdocument/wcms\\_175401.pdf](http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---sro-new_delhi/documents/genericdocument/wcms_175401.pdf)

<sup>43</sup> [http://www.ilo.org/pardev/partnerships-and-relations/south-south/WCMS\\_194302/lang--en/index.htm](http://www.ilo.org/pardev/partnerships-and-relations/south-south/WCMS_194302/lang--en/index.htm)

<sup>44</sup> The Bolsa Família Program (PBF) is a conditioned cash transfer programme, launched in October 2003 and instituted by Federal Law. Its main objectives are to provide income to the poorest families so as to combat hunger and poverty, as well as to promote these families’ access to health, education, and social welfare public services.

<sup>45</sup> The Community Work Programme (CWP) is a government programme aimed at tackling poverty and unemployment. The programme provides an employment safety net by giving participants a minimum number of regular days of work, typically two days a week or eight days a month, thus providing a predictable income stream.

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Works Programme (EPWP) that is aimed at providing poverty and income relief through temporary work for the unemployed to carry out socially useful activities.

Conditional cash transfer (CCTs) programmes have become popular over the last decade. CCTS are programmes that transfer cash to poor households in return for fulfilling specific behavioural conditions.<sup>46</sup> The largest CCTs, such as Brazil's Bolsa Família and Mexico's Oportunidades, cover millions of households and are a major asset for poverty alleviation. On the other hand, social protection programmes include Public Employment Programmes (PEPs), also known as employment guarantee schemes.<sup>47</sup> For instance, India's MGNREGA provides a legal guarantee of at least 100 days of employment in asset creating public works programmes every year at the minimum wage for every rural household whose adults volunteer to do unskilled manual work for the enhancement of livelihood security.<sup>48</sup>



The EIIP has, through its policy paper *Towards A Right To Work – Innovations In IPEP*,<sup>49</sup> addressed the question of how unemployment and other employment-related problems are an ongoing challenge faced by many governments that do not only occur in times of crisis. Structural unemployment is a result of jobless growth in many areas of the world, with markets unable to create employment at the scale required. PEPs can be a key tool to protect the most vulnerable against shocks, at the same time developing infrastructure, assets and social services that promote social and economic development, whether in response to a crisis, or as part of longer term, counter-cyclical employment policy. EIIP has been playing a key role in facilitating these discussions and encouraging exchanges of experience and innovations, highlighting not only the benefits, but also lessons learnt from the challenges faced by countries in the South.

The Employment Intensive Investment Programme of the ILO works with governments, employers' and workers' organizations, the private sector and community associations in orienting infrastructure investments towards the creation of higher levels of productive employment and towards the improvement of access to basic goods and services for the poor. This combined use of local participation in planning with the utilization of locally available skills, technology, materials, and appropriate work methods has proven to be an effective and economically viable approach to infrastructure works in developing countries. The important and effective role that the state can play in generating productive employment has been extensively debated and in a way has become more widely accepted. In many international fora the need for sharing and documenting these global experiences – what has worked and why – has been stressed. The ILO, as with other institutions, has

<sup>46</sup> *Conditional Cash Transfers: Reducing Present and Future Poverty*, World Bank Policy Research Report, 2009, available at: [http://siteresources.worldbank.org/INTCCT/Resources/5757608-1234228266004/PRR-CCT\\_web\\_noembargo.pdf](http://siteresources.worldbank.org/INTCCT/Resources/5757608-1234228266004/PRR-CCT_web_noembargo.pdf)

<sup>47</sup> The ILO's Global Jobs Pact called for "using public employment guarantee schemes for temporary employment, emergency public works programmes and other direct job creation schemes which are well targeted, and include the informal economy".

<sup>48</sup> The "Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA)" is a wage employment programme. MGNREGA was enacted on 7 September 2005 as "An Act to provide for the enhancement of livelihood security of the households in rural areas of the country by providing at least one hundred days of guaranteed wage employment in every financial year to every household."

<sup>49</sup> [http://www.ilo.org/employment/Whatwedo/Publications/working-papers/WCMS\\_158483/lang--en/index.htm](http://www.ilo.org/employment/Whatwedo/Publications/working-papers/WCMS_158483/lang--en/index.htm)

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been contributing to the assessments of various policy and fiscal space interventions following the recent financial crisis. Public employment programmes **complement the increase in investment through regular public investment channels and help countries to tackle the consequences of crises for the labour market**. Regular investments and public employment programmes are mutually supportive.<sup>50</sup>

### *Why are these South-South practices sustainable and replicable?*

The IPEP approach is one that is solidly grounded on a scalable and modular learning package that will continue to be hosted globally by the ITC-ILO and can also be carried out at the regional or national level. The learning package continues to be updated and modified based on each workshop and the learning experience of each participant country, and is offered as a stand-alone International (self-paying) Open Course in Turin. In order to promote wider policy debate, initial discussions have already taken place to collaborate with national institutions in a selected number of key countries which have shown interest in collaborating further with EIIP to do further research on issues of convergence and sustainability, and to disseminate best practices and innovations in public employment programmes. Based on experience gained in countries such as Ethiopia, India, and South Africa, many countries have established or are in the process of establishing new PEPs. The demand for training in particular fields associated with innovations in PEPs is therefore vast. EIIP has received requests and carried out international and national workshops based on the IPEP approach, in countries like Brazil, Egypt, India, Kenya, and South Africa.

Already, since the beginnings of the Employment Intensive Investment Programme back in the 1970s, the programme saw the potential for South-South replication of various innovative aspects of employment-intensive investment through sectoral approaches to public investments. With the public employment programmes, this has expanded to a multi-sectoral approach, but very much based on South-South replication of good practices, focusing on some aspects of a national employment or social protection scheme. If we take the example of labour standards, which has been a key source of controversy over the years, the employment guarantee in India has actually helped shift this debate. If an employment guarantee offers work at the minimum conditions at which it would be considered acceptable to offer work – and displaces work *below* this level – then a social goal has been achieved – reducing vulnerability and overall poverty, providing regular and predictable work, and enhancing human dignity – all central to the mandate of the ILO.

### *Why does SSTC have a comparative advantage in supporting IPEP?*

- (a) Develop capacities of national practitioners and decision-makers involved in policy development in different ministries (rural development, public works, planning, local government, gender, youth, etc.)

The EIIP undertook to develop the Policy Paper and South-South Learning Package in 2009 with the idea of allowing the solution developers (Ethiopia, India, and South Africa) to showcase their public employment programme highlighting not only the benefits, but also the challenges faced for the benefit of other countries currently in the process of designing their own public employment programme – contributing to South-South capacity development and focusing on the particularities of

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<sup>50</sup> EIIP concept note, Employment Intensive Investment Programme (EIIP) Good Practices and Successful Initiatives in South-South and Triangular Cooperation, February 2012

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each country. Under the SSTC framework, EIIP has been able to promote IPEP to a larger audience of policy makers.

(b) **Stimulate a continued debate on productive and full employment among key practitioners in the South by the South**

The IPEP places full and productive employment and decent work at the centre of economic and social policies that are best suited to each country, aiming to strengthen partnerships with relevant national experts and practitioners in this field and expanding dialogue with relevant international organizations, academic institutions and development banks to facilitate their implementation. Both the policy paper and learning modules were developed by the EIIP, financed in full by the ILO, with the support of practitioners of public employment programmes in several countries.

(c) **Create networks of key people involved in international policy development**

This learning package was developed out of the identified need to capture these experiences from the South in the form of a learning platform, built on the wealth of existing knowledge between practitioners, academia, the UN and international financial institutions in being able to bring together South-South participants to learn from each other and to share experience of the implementation of various forms of public employment programmes – from traditional public works programmes to employment guarantee schemes.

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**3. South-South Cooperation between Panama, Nicaragua and Paraguay on water management and sanitation in indigenous and dispersed rural communities, with a gender perspective and an inter-cultural approach <sup>51</sup>**

**Implementation dates:** 2011-2012

**Description of the SSTC good practice**

The Water Management and Sanitation projects in Panama, Nicaragua and Paraguay – which are part of the United Nations Joint Programmes – aim at strengthening the governments' capacity to manage water provision and water quality. The target groups are dispersed rural communities and indigenous peoples comprising Miskito and Afro descendants from Nicaragua; Ngöbe



<sup>51</sup> Further information on the project is available at: [http://www.ilo.org/pardev/partnerships-and-relations/south-south/WCMS\\_173249/lang--en/index.htm](http://www.ilo.org/pardev/partnerships-and-relations/south-south/WCMS_173249/lang--en/index.htm);  
<http://www.mdgfund.org/program/strengtheningequityaccesssafedinkingwaterandsanitationempoweri ngcitizensandexcludedindigeno>;

<http://www.facebook.com/pages/Estrategias-y-Operaciones-Abia-Yala/462456127111933?sk=info>.

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Buglé from Panama; and Guaraní from Paraguay. The methodology of intervention builds on the added value of each specialized agency of the UN system, with an average of six agencies per programme. ILO's technical expertise for these projects comprised capacity building on labour based techniques<sup>52</sup> and rights, including the Indigenous and Tribal Peoples Convention, 1989 (No. 169).<sup>53</sup> Under this framework a series of knowledge sharing events have been organized and have allowed the countries to learn from each other's experience in the implementation of the projects.

### *Scope of cooperation*

The joint programmes on water and sanitation in Panama, Nicaragua and Paraguay are developed under the window of Democratic Economic Governance where indigenous and dispersed rural communities cooperated with the exchange of experience. This initiative has a triangular dimension: it is funded by the MDG Achievement Fund (MDG-F) of the Government of Spain for the United Nations system. The partners involved are the ILO, as one of the UN implementing agencies, the indigenous communities, and national institutions.

### *Why are these South-South practices effective and replicable?*

In March 2011 a **regional event** was organized by the ILO Employment Intensive Investment Programme (EIIP)<sup>54</sup> and the Green Jobs Programme<sup>55</sup> in Lima. ILO coordinators of the United Nations Joint Programmes (MDG-F) involved in the formulation and implementation of the water and sanitation projects in Nicaragua, Panama, and Paraguay<sup>56</sup> participated in the event.

The event allowed coordinators to exchange experience of the project implementation process, and to identify strengths and weaknesses at different stages of project development. It also enabled them to address some common bottlenecks such as women's participation, cultural diversity and social exclusion. Panama and Nicaragua had already started implementation of the project, and Paraguay was in the planning stage. Consequently, Paraguay could incorporate and draw on the lessons learned from the ongoing projects in the other two countries. The project design in Paraguay also benefited from inputs from a specific anthropological study to provide the cultural framework with a gender perspective.<sup>57</sup>

A participatory mechanism was needed to share community-based experience and discuss technical issues to incorporate a gender and inter-cultural approach through the project cycle. It involved communities and local institutions, UN agencies, and the ILO as leading technical unit.

Following the event, the first experience-sharing meeting took place in Paraguay on August 2011, and was divided into two sessions. The first was held in the El Chaco Region, with the participation of 51

<sup>52</sup> Technology choice for infrastructure development and employment creation developed by the EIIP.

<sup>53</sup> [http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO:12100:P12100\\_INSTRUMENT\\_ID:312314:NO](http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO:12100:P12100_INSTRUMENT_ID:312314:NO)

<sup>54</sup> <http://www.ilo.org/emppolicy/areas/employment-intensive-investment/lang--en/index.htm>

<sup>55</sup> <http://www.ilo.org/empent/units/green-jobs-programme/lang--en/index.htm>

<sup>56</sup> Nicaragua: "Democratic economic governance in the Water and Sanitation sector in the RAAN and RAAS"; Panama: "Strengthening equity in access to safe drinking water and sanitation by empowering citizens and excluded indigenous groups in rural areas"; Paraguay: "Strengthening the ability to define and apply water and sanitation policies".

<sup>57</sup> Renfelth, M. "Perception and demands related to the use, management and administration of water and sanitation systems for rural and indigenous communities from the gender perspective in the framework of the ILO Convention 169" ILO, Asuncion, 2009.

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people including Ayoreo, Nivaclé, Guaraní Occidental and Abaí Guaraní indigenous leaders and local government authorities from the Boquerón department. During the second session, held in Asunción, 29 stakeholders participated involving mainly national authorities in the water and sanitation sector and the participating UN agencies. Two women leaders from the communities of Kankintu and Kusapin, Comarca Ngabe Bugle, Ño Kribo Region in Panama were invited, as well as the coordinators of the projects from Nicaragua and Panama; the technical specialist from EIIP accompanied the event.

The meeting focused on three main topics: (i) planning and consultation with Indigenous communities as a way of communities' prioritization and identification of local knowledge on water provision (Paraguay); (ii) coordination and empowerment through the management of water systems and sanitation (Panama); and (iii) technical capacity building in construction and maintenance to participate in the local labour market (Nicaragua).

Given the positive results of the first meeting in Paraguay, a second meeting was proposed to take place in Nicaragua in August 2012.<sup>58</sup> The Paraguayan delegation participating in the event included two women leaders from the Guaraní community, the local government expert for indigenous peoples, a representative of the national entity for water management; project coordinators from Nicaragua, Paraguay and Panama, an employment specialist from San José, and an EIIP technical specialist from ILO headquarters.

The workshop in Managua, Nicaragua allowed the exchange of experience in the framework of the national closing event of the Joint Programmes with the active participation of the 19 district-funded projects, national authorities of the water sector, and of the UN-JP agencies. It also involved a field visit to the Pearl Lagoon district in Bluefields, where some communities explained the different systems for water storage, distribution, and treatment put in place during project implementation. Additionally, a district-level meeting was organized with the negotiating board for water, hygiene and sanitation, composed of local authorities and institutions.

The JP on water and sanitation in Nicaragua put more emphasis on the organization of local units and small contractors for maintenance of civil public works with appropriate technologies. Moreover, it demonstrated the development of the apprenticeships for "entrepreneurial builders", in which 70 young men and women from Miskito and Afro-descendant communities were trained and certified in construction and plumbing.

During the workshop the experience from Panama served to better understand the way local administrative management bureaus — composed of local and traditional authorities and doctors — had promoted the establishment of a Water Quality Monitoring Programme. It involved a commitment from aqueduct users and required them to make payments on a regular basis. In addition, the debate also pointed out that while Guaraní indigenous communities face as main challenges in the storage and management of drinkable water, the Caribbean subregion faces problems in managing and distributing water of quality. Both of them need to strengthen their local administrative units for water provision. On the other hand, even though Panama's Ngöbe-Buglé Region suffers from extreme poverty, women leaders explained the level of negotiation that indigenous leaders are pursuing with national authorities to express local requirements for public services of quality. One of the women leaders who participated in the workshop was running for a seat in parliament, and the coordinator of the project was a Kuna member who had helped to

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<sup>58</sup> By then, the Panamanian project would be closed; however, under the umbrella of the ILO's South-South and Triangular Cooperation strategy, financial support was given for the participation of one of the women leaders and the project coordinator.



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organize and develop an entrepreneurial organization to link indigenous economic initiatives to the market, demonstrating its commitment and leadership.

### *Impact of activities*

This initiative has been effective in creating local ownership; greater participation by indigenous communities in Paraguay, Panama and Nicaragua; women's leadership; and has promoted knowledge sharing and awareness raising on water management gaps and strategies. Among the main results achieved is the development of a **Water Quality Monitoring Programme** involving a commitment by aqueduct users requiring them to make payments on a regular basis. In addition, appropriate water and sanitation infrastructure works have advanced by 80% on average in the three countries.<sup>59</sup> Moreover, doctors consulted during the mid-term evaluation of the projects reported a noticeable reduction in disease where water systems have been installed. In Panama four microenterprises were created to maintain infrastructure services. The Enterprise *Estrategias y Operaciones Abia Yala* is a social enterprise that promotes entrepreneurship and innovation in the indigenous communities, providing guidance and employment opportunities to women and youth.

These events were organized in the framework of the South-South learning initiative, and were constructive for stakeholders, as they shared the successes and challenges of promoting sustainable water management and sanitation practices. Paraguay's indigenous communities face several challenges. Only 6% of households have drinking water, and only 3% have access to sanitation: traditional practices are still in place. Therefore, an appropriate combination of indigenous knowledge and the development approach — which is promoted through the JP — could benefit the community. Moreover, the merit of these meetings was that they addressed the process of consultation from the indigenous communities' viewpoint and reality. A previous assessment was also proposed of the community's local capacities (skilled and low-skilled builders), related to the implementation of the project. Local knowledge is crucial to build appropriate and sustainable infrastructure. It is a region where the only source of water is rain, since most of the groundwater is salty. It was demonstrated that projects developed by external contractors became 'white elephants'; innovative approaches were often unknown, ignored or not employed by public authorities.

An additional contribution was indigenous knowledge associated with women's domestic role of collecting water. It used **biological indicators** to identify sources of drinkable water as well as special plants to purify contaminated water and avoid intoxication. Moreover, of particular importance was the presentation of the two **women leaders from Panama** who explained their ruling role within the water organization and local government to address health and education needs, with important impact on their families and communities. Women's leadership had a shocking effect among the Guarani, especially among the Ayoreo and Nivaclé. There the *caciques*<sup>60</sup> still claim them to be the political leaders and interlocutors between the community and the outsiders. Indigenous women's leadership is still a challenge, especially due to low levels of education. However, it was relevant that two women leaders, already participating in local district government, attended the event and were encouraged to take advantage of the exchange of the experience. They discussed with their peers how to incorporate gender needs and interests, for example in education policy.

Both events served as a platform to share experience of different geographical conditions in Paraguay and the Caribbean region regarding access to drinkable water. The lesson learned for the indigenous

<sup>59</sup> The project in Paraguay is still in progress (2013).

<sup>60</sup> Local political leaders with significant power.

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members of the Paraguayan delegation was that management of water is not just related to availability. Caribbean people also had special problems concerning access to drinkable water and the incidence of disease.

#### ***Why is this South-South practice innovative?***

This initiative is innovative in that it highlights indigenous knowledge and gender empowerment in the process of implementation of the projects to access public services of quality. It is also an entry point for the ILO's Indigenous and Tribal Peoples Convention, 1989 (No. 169), incorporating consultation as project activity (Paraguay); and enhancing local capacities by developing local units and small contractors for maintenance of civil public works with appropriate technologies (Nicaragua). It highlights women's leadership and the integrated management of local and traditional authorities and doctors in the local administrative bureaus (Panama). It also helped to position the ILO as a lead agency in inclusion and rights promotion and providing methodologies for employment creation within the UN system.

#### ***Why is this South-South practice sustainable and replicable?***

The initiative hinges on empowering rural and indigenous communities. It enables them to manage their own natural resources, namely water, to ensure a supply of potable water and sanitation. This is done by using an intercultural and gender-based approach that can be applied, with modifications, in other settings. In addition, national counterpart organizations are improving both their central and local institutional capacities to provide efficient basic services to communities suffering from extreme poverty and to ensure the sustainability of the projects' outcomes. The overall aim of the programme was to empower rural and indigenous populations to manage their own water resources and thus improve the quality of, and access to, public water and sanitation services. Moreover, the geographical areas of intervention in Nicaragua and Panama are lands legally recognized by the governments as being owned by an indigenous population.

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## **IV. South-South Cooperation and Social Dialogue**

The very structure of the ILO, where workers and employers together have an equal voice with governments in the work of its executive and legislative bodies, shows social dialogue in action. Social dialogue is based on core international labour standards (ILS) covering representation, consultation, freedom of association and collective bargaining. It plays a critical role in achieving the ILO's objective of advancing opportunities for women and men to obtain decent and productive work in conditions of freedom, equality, security and human dignity. Specifically, the ILO Declaration on Social Justice for a Fair Globalization states that social dialogue and tripartism help strengthen social cohesion and the rule of law.

The ILO assists governments and employers' and workers' organizations from the global South to establish sound labour relations, adapt labour laws to changing economic and social circumstances, and improve labour administration. In so doing, the ILO helps create the conditions for effective dialogue between social partners.

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In this context, workers' and employers' organizations engage in South-South cooperation by sharing their experience of promoting decent work values, while building up their capacity to engage effectively in socio-economic development within their own nations. Employers' organizations in Eastern Europe, Central Asia and Latin America regularly meet to share their experience of cooperation for development. The good practices mentioned below illustrate how countries of the South and the ILO promote consensus building and the democratic involvement of those with vital stakes in the world of work.

## 1. University networks and national training institutes for labour-based practitioners

**Implementation dates:** 1980s–ongoing

### *Description of the SSTC good practice*



The ILO, through its Employment Intensive Investment Programme (EIIP) has been collaborating and supporting university institutions (some 14 in Africa and 12 in Asia) to create awareness among young professionals of employment-intensive investments and labour-based methods of work. It provides support to these institutions through the development of training materials, research, development and implementation by providing curriculum development and ready-made modules for training. Similar exchange and support is provided through developing and networking national training institutes for capacity building of public and private sector operators.

In the African Region for example, several national labour-based training institutes were created with the technical assistance of the EIIP, as early as the 1980's. Many of these institutes are internationally recognized and continue to train hundreds of engineers and managers from all over the region offering the opportunity for south-south knowledge development and sharing of experiences.

### *Higher learning institutions*

In addition to the training centres, the ILO has also worked with higher learning institutions in incorporating employment intensive investments in their curricula at undergraduate and postgraduate level. The ILO has provided support in the development of relevant under and post graduate course materials and capacity building to the institutions. As part of knowledge sharing and strengthening the institutions capacity, joint research has been carried out with some of the universities. Academic institutions that the ILO has supported and worked with include the following:

- Kwame Nkrumah University of Science and Technology, Kumasi, Ghana
- Jomo Kenyatta University of Agricultural Technology, Kenya
- University of Nairobi, Kenya
- University of Addis Ababa, Ethiopia
- University of Witswatersrand, South Africa
- University of Natal, South Africa
- University of Dar es Salaam, Tanzania
- University of Zimbabwe.

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### ***Why are these South-South initiatives sustainable and replicable?***

Although many of these institutions were started as small pilot donor-funded projects with ILO technical assistance, these initiatives are sustainable and have been replicated over the years based on the fact that they were developed as national institutions, most of which are run by a ministry, while others which have become self-financing and a few are still receiving technical assistance from the ILO in the area of institutional capacity building and development of new material based on local demand for training and the country's needs.

The need to enhance local resource-based methods was already obvious in the 1990s. The cost and the economic and technical effectiveness of labour-based methods was already established and acknowledged in many developing countries. Many countries, especially in Africa, were keen to replicate some of the technical experience gained through the sharing of this knowledge and through training in appropriate labour-based technologies.

### ***Why does SSTC have a comparative advantage in supporting national training institutes for labour-based practitioners?***

- (a) Develop capacities of national practitioners and on labour-based practices

With the wider acceptance that creating jobs is essential as part of ensuring an inclusive growth pattern, many countries in the African region are pro-actively taking action to include labour-intensive public work schemes as part of their public investment agenda. With this the need for capacity building and training on labour-based technology and skills is essential. Through South-South exchanges, the ILO/EIIP has continued to facilitate knowledge development and replication of good practices in this field. Through the various labour-based national institutions many different people have been trained in different countries, sharing their experience.

- (b) Development and replication of useful technical training material for South-South learning on labour-based practices.

From 1993 onwards labour-based road technology received immense donor support in many countries in sub-Saharan Africa. Capacity building became a major activity in several labour-based road programmes and Kisii Training Centre (KTC) in Kenya provided much of the needed training at the time. The training of trainers' course was introduced, which further enhanced the labour-based training institutions in these countries. Many of the training centres were modelled on the KTC experience. This contribution had significant impact since labour-based road works programmes became self-reliant.<sup>61</sup> Many of the core labour-based methodologies and experiences have been replicated from one country to the other.

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<sup>61</sup> [http://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---emp\\_policy/---invest/documents/instructionalmaterial/wcms\\_asist\\_8620.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_policy/---invest/documents/instructionalmaterial/wcms_asist_8620.pdf)

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## 2. Global Labour University (GLU)

**Implementation:** 2002-to date

### *Description of the STTC good practice*

The Global Labour University (GLU)<sup>62</sup> is a network bringing together universities, international and national trade unions, civil society organizations and the International Labour Organization (ILO), and was created as a partnership for international knowledge management, research, and capacity building. Primarily based on university campuses in Brazil, South Africa, India, and Germany, the GLU offers postgraduate programmes and research opportunities for trade unionists and labour activists. Combining academic studies with practical work through close cooperation with trade unions and field based internships, the GLU provides a true “one world” research and



learning environment for labour to research, analyse, and identify effective policy measures to meet the labour challenges of today. GLU is a triangular cooperation good practice *per se*, as it links efforts from the North and the South to promote horizontal cooperation. It also links various IBSA (India-Brazil-South Africa) initiatives to efforts by the Government of Germany to promote capacity building among workers’ organizations.<sup>63</sup>

### *Disseminating knowledge and capacity building through STTC*

The GLU network supports the need to enhance the analytical capacity of trade unions to understand and challenge the prevailing views of globalization, build alliances with broader civil society, develop alternative ideas for fair and inclusive globalization, and build sustainable networks.<sup>64</sup> Whenever possible, students from all regions are represented in the courses offered in Germany and IBSA countries. Global workshops, conferences, publications and internet working groups facilitate genuine global dialogue and sustainable international networks. Moreover, the GLU is critical to the implementation of the Decent Work Agenda, especially since it is focused on the implementation of workers’ rights.

### *Why is the GLU innovative?*

The GLU helps strengthen trade unions’ organizational and analytical capacity at both the national and global levels. It is based on the premise that solutions must be developed through a joint global research and deliberation process, not only through North-South knowledge transfers. The active role of labour organizations in Brazil, India and South Africa in shaping the future of their societies is an inspirational source for new ideas and reverberates in the global South. The GLU is a new channel of South-South Cooperation. It is the only network worldwide that offers global cooperation between trade unions and academic institutions, with a strong focus on South-South cooperation. Over the past five years it has strengthened the voice of the South in global debates, and many of its alumni have taken up new responsibilities and leadership functions in their organizations. The network creates new

<sup>62</sup> <http://www.global-labour-university.org/>

<sup>63</sup> [http://www.global-labour-university.org/fileadmin/GLU\\_Info/Info\\_Booklet\\_South\\_South\\_cooperation.pdf](http://www.global-labour-university.org/fileadmin/GLU_Info/Info_Booklet_South_South_cooperation.pdf)

<sup>64</sup> Article by Frank Hoffer, Building Global Labour networks: The Case of the Global Labour University, 2006, <http://www.justlabour.yorku.ca/volume9/pdfs/02HofferPress.pdf>

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channels for trade unionists and researchers from the South, bringing a confident Southern voice to the global labour discourse.

### *Why is the GLU network sustainable?*

Trade Unions and universities from countries such as Ghana, Russia, Argentina, and the United States have expressed their interest in participating in the GLU network. Because of their wide reach, the following initiatives help expand and sustain the network: GLU alumni networking and research projects such as the Alumni Summer School of 2013; the ICDD Thematic Conference in Mumbai; and the GLU conference scheduled for Berlin in 2014; video lectures;<sup>65</sup> video conferencing; on-line modules; the Global Labour Column (GLC), and the Conference Book. Likewise, scholarships offered to students from developing countries allow better representativity of trade unions. For instance, the Brazilian programme has been successful in mobilizing Brazilian Government scholarships for non-Brazilian applicants from developing countries as well as funding for internship placements.



*Former President of Brazil Luis Inacio Lula da Silva supports a GLU activity.*

The content of Masters' programmes on labour policies and globalization at various universities has created a common purpose and strong commitment among the partners. This vast network of academics and trade unionists from around the world who contribute their expertise to the network and gain new knowledge and capacity from GLU research, conferences, and publications, has inspired an initiative by the international trade union movement to build a Global Union Research Network (GURN),<sup>66</sup> supported by the ILO. The GURN facilitates debate, research and information exchanges on global labour issues. It organizes workshops and on-line debates, supports research, and maintains a number of websites to provide up-to-date information on important global labour issues.

<sup>65</sup> Available on Youtube at: <http://www.youtube.com/playlist?list=PLC8EE39ABE8D7CBD5>

<sup>66</sup> <http://gurn.info/en/>

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## **3. ILO Subregional Knowledge Sharing Workshop on Cooperatives in Arab States**

**Implementation:** 23-26 November 2010

### ***Description of the SSTC good practice***

The Subregional Knowledge-Sharing Workshop on Cooperatives in Arab States was held on 23-26 November 2010 in Beirut, Lebanon. It was targeted at tripartite and cooperative representation from Lebanon, Syria, Jordan, Iraq, Yemen and the occupied Palestinian territory. The workshop presented an opportunity for social partners, donors, cooperative federations and members to reflect on the Arab cooperative movement in the context of the global



experience, emphasizing on the potential role of cooperatives to advance the Decent Work Agenda in Arab States. It was primarily designed as an information-sharing participatory platform where participants could share their national experience on cooperatives from different approaches. The workshop addressed cooperative policy and legislation; problems and prospects in national contexts; stories from the grass roots on cooperatives and local development; the work of social partners on cooperatives in the subregion; and the promotion of women's cooperatives in conflict and rural settings.

### ***What was the impact of the workshop?***

The Subregional Knowledge-Sharing Workshop provided an opportunity to share experience of the cooperatives movement in Arab States at different levels, examining regulatory policies and legislative frameworks, needs and opportunities, as well as key challenges. It also contributed to creating awareness among social partners of cooperatives in the context of the social and solidarity economy, the role of cooperatives, their achievements and shortcomings. In addition, it addressed practical ways to promote and strengthen collaboration between cooperatives and social partners, examining key achievements, best practices and analysing lessons learned and key recommendations for cooperative development. The workshop allowed participants to study the issue of cooperatives with an integrated approach, taking into account the role of governments, workers, employers and civil society in cooperative development with a gender perspective.

### ***Why is this South-South practice sustainable?***

The workshop was successful to share knowledge and exchange cooperative experience in the subregion. It also provided a participatory platform to analyse cooperative needs, and propose a way forward. During the workshop two thematic working groups were formed. The first worked on policy and regulatory frameworks for cooperative development, and the second on cooperatives and job creation. The purpose behind the working groups was to establish a participatory consensus around the main challenges in each of these areas, and recommendations to address these challenges. The final result of the working groups was a follow-up plan with specific areas of intervention and activities in order to ensure that the ideas exchanged during the workshop are implemented.

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In addition, after the workshop, the ILO finalized a booklet on cooperatives in Arab States, and adapted key ILO resource material on cooperatives and cooperative development to the Arab context. Moreover, it was agreed to establish a community of practice on cooperatives in Arab States in order to enable the participants in the workshop to share knowledge and exchange information. Finally, a website ([www.ilo.org/coop2010](http://www.ilo.org/coop2010)) was created to make the presentation and documents presented during the Subregional knowledge-sharing workshop available.



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## Appendix

### Selection criteria for SSTC good practices

- **“Horizontal” dimension of cooperation:** cooperation between two or more ‘South’ countries that share similar geo-political and socio-economic standings and shared values for the future. Cooperation could be in the form of sharing knowledge, training manpower or replicating proven strategies in similar settings. Some guiding questions: Is this a practice that was allowed to be implemented based on principles of equality and international solidarity? One of the principles of South-South Cooperation is having horizontal relations of cooperation without conditionality, and based on non-discrimination and information sharing. Was this possible? Often Middle income countries (MICS) countries also contribute to Least Developed Countries (LDCs) in development cooperation modalities, which would be similar to traditional “North-South” cooperation. In order to be defined as “South-South Cooperation”, the criteria mentioned in the Nairobi Declaration (2009) should be met: principles of demand-driven international solidarity.
- **“Triangular” dimension of cooperation:** cooperation of one ‘North’ country and two or more ‘South’ countries. Assistance from the North could be in the form of financial contribution or technical expertise.
- **Innovative:** What is special about the practice that makes it of potential interest to others? Note that a practice need not be new to fit this criterion. Practices at this level may not be substantiated by data or formal evaluation, but they have been tried and a strong logical case can be made about their effectiveness, in accordance with the criteria listed above.
- **Adaptability/Replicability:** Is this a SSC practice that can be adapted in similar situations or settings? Have they proven to be successful, with demonstrable results? Although the practice is localised, it has characteristics that are transferable to other settings or situations.
- **Sustainability:** Is the SSC practice and/or its benefits likely to continue in some way, and to continue being effective, over the medium to long term? This could involve continuation of a project of activity after its initial funding is expected to expire or the creation of new attitudes, attitudes, ways of working, mainstreaming of development cooperation in the field of decent work considerations, creation of capacity, etc. that could represent legacies of a particular practice and interactions between countries in the South.