



International  
Labour  
Organization



# RURAL DEVELOPMENT AND DECENT WORK

GOOD PRACTICES IN SOUTH-SOUTH AND  
TRIANGULAR COOPERATION

WRITTEN BY THE SSTC SCHOLARS OF THE  
ITC-ILO RURAL DEVELOPMENT ACADEMY



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## Foreword

Achieving the Sustainable Development Goals by 2030 and ending extreme poverty everywhere will require increased policy focus on rural development. Placing decent work in the rural economy at the centre of national and international policy agendas is crucial to finding sustainable, long-term solutions to the challenges affecting hundreds of millions of people worldwide, many of whom are young women and men living in rural areas. The ILO Decent Work Agenda supports countries in their efforts to promote sustainable rural livelihoods through an integrated rights-based approach.

The ILO and the International Training Centre (ITC-ILO) have developed a series of training programmes for rural and local development policy makers and practitioners based on South-South and Triangular Cooperation modalities. These programmes facilitate dialogue and sharing of experiences amongst constituents and related stakeholders in the Global South on rural development. Practitioners learn about South-South and Triangular Cooperation principles, theory and practice. They then bring these principles into practice by becoming part of the established community of practice on topics related to rural and local development.

One of the key capacity building events in 2019 was the Rural Development Academy “The Future of Work in Rural Economies” that took place in Turin, Italy in December 2019. The Rural Academy offered a wide range of integrated approaches, tools and training packages to promote full and productive employment. It was specially designed for the ILO's tripartite constituents and practitioners working on rural development.

The current compilation of good practices was produced by South-South Scholars to the 2019 Rural Development Academy, who were supported by the ILO Partnerships and Field Support Department (PARDEV) as part of its efforts to promote South-South and Triangular Cooperation (SSTC).

The good practice papers in this publication are excellent examples of South-South cooperation in rural development on topics ranging from crops technology, solidarity economy and transforming transport systems for product distribution. They are adaptable through regional and inter-regional cooperation.

The International Training Centre of the ILO and PARDEV/SSTC have supported this endeavour by 1) providing high-level policy makers and practitioners in the programme with high quality training on rural development related topics, 2) supporting the scholars in the development of articles on successful South-South cooperation policies and practices in their respective countries and 3) supporting knowledge sharing platforms and networks of practitioners on SSTC for rural development such as [www.southsouthpoint.net](http://www.southsouthpoint.net)

Linda Deelen

Programme manager - Enterprise, Microfinance and local development, International Training Centre of the ILO

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## Nicolas Arias, Argentina

**Institution:** Commission for the Eradication of Child Labour of the Coordinating Body for Trade Union Confederations of the Southern Cone (CETI-CCSCS)

**Title of good practice:** Trade union contributions to the prevention and eradication of child labour in the Southern Cone

**Countries involved:** Argentina, Brazil, Chile, Paraguay, and Uruguay.

### **Objective(s):**

Institutionalize the treatment of child labour in the trade union sector, coordinating trade union actors to participate in an effective way in sectoral and social dialogue spheres at local, regional and national levels. Encourage and participate in direct actions in the territory.

### **Cooperation between institutions and countries to achieve objectives**

The experience began in 2000 with the creation of the Comisión para la Erradicación del Trabajo Infantil de la Coordinadora de Centrales Sindicales del Cono Sur (Commission for the Eradication of Child Labour of the Coordinating Body for Trade Union Confederations of the Southern Cone) and ran in face-to-face and virtual formats for ten years. Eight trade union confederations participated from the start, while one more from Paraguay joined in at a later date, and the Central Obrera Boliviana (Bolivian Workers' Confederation) as an alternating member.

- Argentina: Confederación General del Trabajo (General Confederation of Labour – CGT), Central de Trabajadores de la Argentina (Confederation of Workers of Argentina – CTA)
- Brazil: Central Única dos Trabalhadores (Single Confederation of Workers – CUT), Confederação Geral dos Trabalhadores (CGT, now the União Geral dos Trabalhadores – General Workers' Union, UGT), Força Sindical
- Chile: Confederación Unitaria de Trabajadores (United Confederation of Workers – CUT)
- Paraguay: CUT, Central Unitaria de Trabajadores - Auténtica (Authentic Single Confederation of Workers – CUT-A)
- Uruguay: Plenario Intersindical de Trabajadores – Convención Nacional de Trabajadores (Inter-Union Assembly of Workers - Workers' National Convention, PIT-CNT)

The approximate number of workers represented is 25 million. The experience formed part of the Grupo Continental por la Erradicación del Trabajo Infantil de la CSA (Continental Group for the Eradication of Child Labour of the Trade Union Confederation of the Americas – TUCA) in coordination with the Continent's confederations.

## **Effectiveness of the methodological approach**

The steps developed in this process were, firstly, the political decision of the regional trade union body to institutionalize the approach to child labour, creating a commission to address the problem. The commission (CETI) had one full member and one alternate member from each confederation. Local, regional and national working plans were created and discussed, to be implemented in different stages over 10 years. Today, trade union activities are still being developed and some virtual consultations are still taking place in the spheres of social dialogue in each of the countries, with varying levels of impact depending on installed capacity.

## **Innovation**

Based on the initial data submitted by the ILO's International Programme on the Elimination of Child Labour (IPEC), the trade union sector of the Americas proposed boosting trade union participation in actions to eradicate child labour in a sustained way with a focus on decent work for adults and quality education for children, taking into account that as unemployment levels increased, child labour also increased, and with the knowledge that children who entered employment delayed or abandoned their education.

## **Sustainability**

The most significant lessons learned are:

- It is vital that decision-makers within the organization take the political decision to address and commit to a problem.
- It is essential to consolidate a core group around permanent membership with cumulative expertise.
- It is necessary to agree on a definition of the problem and the strategies for addressing it. Once agreed upon, this definition must be respected in all cases.
- All efforts to introduce new elements within a pre-existing organization will meet with obstacles and resistance. These issues should be identified, and a strategy created to resolve them.

## **Capacity for adaptation**

The experience formed part of the Continental Group for the Eradication of Child Labour of TUCA in coordination with the Continent's other confederations. The dissemination and exchange of successful experiences in each of the regions and sectors is essential to extending these practices. We believe it is vital to consolidate and coordinate a base group that can agree on a definition of the problem and the strategies for addressing it.

## **Results**

Today, in the Southern Cone, there are:

- Trade union actors from the local and national spheres integrated at different organizational levels, equipped with instruments that allow them to take a multifaceted and comprehensive approach to the problem of child labour.
- Consolidated institutional spaces in the various trade union confederations to tackle and monitor child labour.
- Active and effective participation of trade union actors in various sectoral, multisector, local, regional and national spheres.
- Regional and national plans to prevent and eradicate child labour with active trade union participation.

## **Contact details**

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## **Funding**

Since 2003, the permanent financial and technical support provided by ILO-IPEC and the ILO's Bureau for Workers' Activity (ACTRAV) was decisive, making it possible to consolidate the proposal in terms of organization and participation in bodies in the social and labour spheres of Southern Common Market (MERCOSUR). Meanwhile, each of the trade union confederations provided their national network with human, technical, infrastructure and economic resources.

## **Materials and photos**

Various materials were generated for the dissemination and awareness-raising on the problem, as well as for the training of trade union actors. These include files, inserts, booklets, videos, manuals, stickers, leaflets, and so on.





## Hossain Md Ashraf, Bangladesh

**Title of good Practice:** Citizen-friendly Public Service Innovation in Bangladesh: Electronic Government Procurement (EGP) System

**Countries involved:** Bangladesh, Bhutan and Nepal

### **Objective(s)**

It is very difficult to achieve benefits such as increased efficiency and cost savings at a time in government procurement and improved transparency in procurement services. Electronic Government Procurement or EGP, a digital process to manage government's purchase and sale of supplies, works, and services through networking systems, can make it easier. The overall objective of implementing EGP is to make government's procurement system effective, efficient and transparent as well as to extend better service to its citizens and businesses in the digital economy.

### **Cooperation between institutions and countries to achieve objectives**

The EGP system developed by Bangladeshi software firm 'Dohatec New Media' was launched in Bhutan in 2017 and in Nepal 2018. Before that Government of Bangladesh (Ministry of Planning) along with the technical help of Dohatec, started implementation of EGP system. With the financial support of Asian Development Bank (ADB) and World Bank (WB), Dohatec had partnered with a Bhutanese company New Edge Technology, on behalf of Bhutanese Government, to complete EGP process. In case of Nepal, Dohatec and DG Market International Nepal secured a contract for providing operation and maintenance support for the EGP systems. Nepal's EGP system is financially supported by ADB and operated from the Prime Minister's Office of Nepal.

### **Effectiveness of the methodological approach**

The e-governance modalities which include use of Information and Communication Technologies (ICTs), particularly the internet as a tool to achieve better service delivery of public sector institutions. A participatory approach is much suited where collaboration among the government agencies as well as private organizations are essential under appropriate legal bindings. In case of extending e-governance model into another developing country, sharing of knowledge, resources, technologies etc between actors (governments, organizations and individuals) is to be ensured. Hence, both South-South (SSC) and Triangular Cooperation (TrC) have been found very effective.

## **Innovation**

The system is innovative because any tender evaluator can use its database to easily, accurately, and transparently complete evaluation of a tender document within 5-10 minutes. It helps the Procuring Entity and build a repository of information and documents for their own use from anywhere and anytime. Procuring Entity can use data and documents of tenderers to meet its information needs about tenderers' qualification, capability, financial strength, human resource, any litigation, and so on. Moreover, it is free from political interference, provides level playing field for the bidders and ensures transparency.

## **Sustainability**

At the government level, favourable policy support, strategic plan, investment in IT sector, developing human capacity, integration and collaboration among state agencies, low user charge, flexible e-gp software etc are to be ensured for maintaining EGP system. Government's strong political will towards good governance might sustain this practice over time.

## **Capacity for adaptation**

There is wide scope of replicating EGP system particularly in developing countries. Implementation of EGP system requires individual data centre and internet connectivity in remote area or grass-root levels for accessibility to all. So, favourable policy support, integration and collaboration among state agencies, high investment into ICT infrastructure and human capacity should be taken into consideration. Having 24 Hours Help Desk facility is also very important. Relevant governments and non-government departments can use it after customizing it according their needs.

## **Results**

Effective public service delivery is very important for economic growth. A transparent e-procurement system can play an important role in curbing political interference and increasing competition. According to an investigation conducted during 2010-2014 by Local Government Engineering Department's (LGED), switching to EGP System can reduce the cost of providing public goods by 12.5%- 13.5%. Besides, it minimizes the influence of political-muscle power and thereby ensures greater participation of the bidders from all over the country.

## **Funding**

Respective Government along with development partners like WB, ADB etc can finance the implementation of EGP system.

## Contact details

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## Materials and photos

Materials include a dedicated web portal, digital training manuals and guidelines, legal documents, extensible mark-up language-based standard framework, expert knowledge, supportive IT policy etc. The e-procurement requires indent management, e-Informing, e-Tendering, e-Auctioning, vendor management, catalogue management, Purchase Order Integration, Order Status, Ship Notice, E-Invoicing, E-Payment and contract management.



## Patinde Yannick Arnaud Koussoube, Burkina Faso

**Title of good practice:** Network of West African farmer and peasant organizations (ROPPA).

**Countries involved:** Burkina Faso, Benin, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Niger, Senegal, Sierra Leon, Togo. Cape Verde and Nigeria are associate members.

### **Objectives**

The objective of this initiative is to promote the development of family farms and peasant farming while controlling policies linked to the liberalization of national economies and the globalization of commercial transactions.

### **Cooperation between institutions and countries to meet objectives**

Partners are the platforms of farmer and peasant organizations in member states. Each platform brings together the umbrella organizations of farmers, fishermen and loggers. ROPPA's organs are mutual agreement which is its sovereign body, and spaces for consultation which allow the needs of each specific body, the board of directors and executive secretariat to be taken into consideration.

### **Effectiveness of the methodological approach**

The process was largely participatory and involved all the farmer organizations in West Africa involved in ROPPA since its creation in June 2000 in Cotonou. Its operation depends on farmer solidarity and consensus has been chosen as the preferred approach to decide and act together and transparency to report on and ensure the renewal of mandates.

### **Innovation**

The innovative features consist of taking into consideration the development of agriculture and family farms as the focal point of any agricultural policy. Furthermore, ROPPA promotes consultation with similar organizations around the world. ROPPA also informs and trains its members on practices relevant to member states and other development sector stakeholders.

### **Sustainability**

The participatory aspect supports the sustainability of the action. All ROPPA member countries meet regularly to refocus activities, suggest new orientations so that actions can continue and remain relevant. ROPPA also supports a network of resource persons, NGOs, consultancies on both the concept and performance of certain activities.

## **Capacity for adaptation**

The project currently covers 13 West African countries. ROPPA also allowed associated member countries to participate. Anything that allows the initiative to expand progressively. ROPPA must continue working with other similar initiatives to share good practices and ensure their adaptation.

## **Results**

- ROPPA allowed the creation of an Inter-Branch Rice Coordination Organization in West Africa (CIP-RIZ-AO).
- The training of farmer organizations on good practices in their profession.
- The organization of international conferences on sustainable rice production systems
- The reinforcement of the partnership between farmer organization and civil society organizations in member countries.

## **Funding**

The organizations of member countries, technical partners and ROPPA financers

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## Materials and photos

ROPPA produced country studies on the 10 years since the Maputo Declarations on Agriculture and Food Security and reports on the strategic agricultural water framework in the Sahel, report and viewpoint of the observatory on family farms



## Nicolas Nikobasa, Burundi

**Title of good practice:** Food security and increasing household income

**Countries involved:** Burundi, Rwanda, Uganda

### **Objectives**

The income of rural communities increases through improvements in production conditions, job creation and support for income-generating activities.

In the interest of making a sustainable contribution to food security and increasing the income of households in the country and more specifically in rural areas, APROSA restated in its strategic programmes its commitment to continuing its programme promoting family farming. The following changes are anticipated through this: the adoption of agropastoral techniques adapted to the current socio-economic context of farmers; the adoption of conservation/storage and product processing practices by farmers; the opening of a family production system in the market by adopting techniques that promote the flow of surpluses at profitable prices

### **Cooperation between institutions and countries to meet objectives**

- ISABU (Institut des Sciences Agronomiques du Burundi)
- PIA (Agricultural Intensification Project)
- SRD (Regional Development Company)
- Caritas

Its members brought their knowledge and expertise in agronomy, project management and communication to disadvantaged farming communities who requested it. Through its actions, APROSA wishes to improve food security, diversify nutritional resources and increase the income of farmers.

### **Effectiveness of the methodological approach**

The approach adopted aims to develop the dissemination of innovations through a network of farmers promoting the exchange of experiences and knowledge.

Specific training:

- Group of cooperating farmers
- Group of key farmers
- Group of expert farmers



- Group of trainer farmers

Strategic analysis of the environment places the main focus on problems. It follows through on data analysis, the analysis of problems and opportunities by comparing possible solutions, offering action plans and setting parameters for monitoring and assessment. External persons fill the role of facilitators and consultants.

### **Innovation**

To develop local agriculture and thus improve the living conditions of the poorest farmers in Burundi, APROSA set up a programme based on the creation of a farmers' support network. Each group undertakes, at its level, to share innovations, within the village and other communities.

### **Sustainability**

- The farmers cooperating with the project by applying one or several innovations,
- The key farmers who play a leading role in their village by sharing innovations within the community
- Expert farmers, who have achieved good mastery of one or several innovations, play an advice and support role and can receive farmers from other villages to share their experiences
- And finally, the trainer farmers who use several innovations and are selected by the project to provide awareness-raising and training in new villages.

### **Capacity for adaptation**

This approach ensures the best adoption of innovations and an adaptation according to the geographic and cultural context. This network involves farmers at various levels of the project.

Specific training is organised for each of these categories of stakeholders. They include several modules that have been followed each year. APROSA plays a meaningful role in other target groups (groups of women and youths) often left behind in agriculture.

The project has already had an impact in the Butare region in Rwanda and other APROSA members are in the process of suggesting this project to Kampala, Nakivale and Mbarara in Uganda.

Personally, I would suggest the project to improve the living conditions of communities and the fight against deforestation through savings products and credit adapted to production and equipment for improved or gas stoves. Awareness-raising of communities on the issue of sustainable development and reducing by half household consumption of cooking fuel, with a positive impact on environmental protection, improving the economy and health of families in

the Great Lakes Region, covering Rwanda, DRC and other regions of Kampala so that I can showcase your training.

## **Results**

- Improve agricultural production and increase farmer income by adopting/adapting agricultural innovations: 7,157 farmers are implementing around twenty agricultural innovations. Among the results identified, it is noted 5,283 families started market gardening and 1230 of them sell their products at the local markets, 85 of them on a permanent basis. They have been able to draw an income of between FBU 150,000 and 3,400,000 in 15 months.
- Strengthening social dialogue between farmers and other stakeholders: 638 farmer groups have been created.

## **Funding**

Contribution in kind: advisers of organizations are part of APROSA and provide their expertise free of charge for projects.

European Union, Belgian Development Agency (CTB)

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## **Materials**

Workshops, Conference, Networking, posters and maps; films, videos, slides.

Index cards, post-it notes, or even cards printed or prepared in advance, situation sheets, role play (roundtables)

## Frederic Baba Baba, Cameroon

**Title of good practice:** Project to set up Municipal Employment Offices (MEO): Local employment development support.

**Countries involved:** Argentina and Cameroon.

### Objectives

The initiative aims to create and set up regulatory institutions and specialist intermediary structures to facilitate more efficient matching of the supply and demand of jobs which is still more difficult in rural areas. The objective is to provide municipalities with specific services aimed mainly at people who are socially vulnerable so that they can obtain decent work as part of activities that support the local economy

### Cooperation between institutions and countries to meet objectives

Since 2015, the Ministry of Employment and Vocational Training (MINEFOP) has undertaken to set up three pilot Municipal Employment Agencies (MEAs) in cooperation with the Employment Secretariat at the Argentinean Ministry of Labour and Social Security (MTEYSS) to decentralize public employment policies. The United Nations Development Programme (UNDP) intervened as a third partner to facilitate the set-up of management models and local employment development plans for local action to deal with the issue of jobs.

### Effectiveness of the methodological approach

The methodology consists of adapting the Argentinean experience through local intermediation allowing rural areas access to an information system on job opportunities for rural working people and labour for local investors. The setup of MEA devotes the start of decentralization in Cameroon to the organization of initiatives to promote work. The Argentinean experience was firstly capitalized through benchmarking visits, then UNDP assistance in defining a contextual model of organizing and managing an MEA with the process of transferring skills to decentralized territorial communities (DTC)

### Innovation

Operational decentralization of initiatives on active policies

- Local leadership of the employment market to establish working people
- Welcome, guidance and training as well as social services are available at the communal level and are thus of interest as well to rural communities who are often far removed from

information and guidance on employment opportunities and wealth creation in their catchment area

- Link to specific programmes with the local skills structure
- Personalized advice on labour laws and institutions that promote the reinforcement of training pathways for local rural opportunities
- Promotion of local decent jobs

### **Sustainability**

The features that made the good practice sustainable:

- Adapted MEA management model
- Intermunicipality of the action of MEA
- Promotion of information for all stakeholders on strong value creation activities at the most decentralized level (commune)
- Handling of the commune and corporate taxes set up locally (pending definition) allows the sustainability of the management of the local information system developed

### **Capacity for adaptation**

The adaptation conditions are:

- A favourable legal framework
- skills transfer on possible employment policies for decentralized territorial communities
- The development of inter-municipal training
- Operation supported by several entities in addition to the state

### **Results**

- Positive welcome by mayors
- Framework for the presentation and extension of opportunities to create businesses and potential "local professional skills"
- Reinforcement of the quality of information on employment for the national system
- Fall in the exodus from mea pilot communes

### **Funding**

The setup of MEA and management tools benefit from state funds and the support of Technical and Financial Partners (TFP/UNDP)

### **Contact details**

Warda Ndouvatama, Head of the Employment Promotion Division/ MINEFOP (Project Manager)

## Materials and photos

- A guide to opening an MEA
- A management guide
- A strategic plan model for the agency
- A communication plan model
- An administrative, financial and accounting management procedures manual

In addition, the Office must also appropriate and adapt a certain number of tools developed by the FNE. These tools are administrative, financial, operational, human resources management documents, as well as information on the services offered to support jobseekers and business owners (job seekers' guide, business guide, 500 project ideas, recruiter's guide, etc.).



## Jean Romain Bekile Kondjambende, Cameroon

**Title of good practice:** Outgrowers Program

**Country:** Cameroon and Côte d'Ivoire

### **Objectives**

The purpose of the OUTGROWERS Project is to boost the rural economy in Cameroon and guarantee food security for communities in the South Cameroon region through agriculture and husbandry. It has four components: rubber plantations and association to other plant cultivations such as plantains or maize, groundnuts, beans, etc., at the same time as the breeding of poultry and pigs.

We are participating in this project as the Food Crop project management.

### **Cooperation between institutions and countries to meet objectives**

The main countries and institutions involved in the project we are participating in are Cameroon and Côte d'Ivoire and the multinational Halcyon Agri and its subsidiary Corrie Maccoll. Côte d'Ivoire experts provide expertise on their country in view of their perfect knowledge of rubber farming in villages. Through the Ministry of Agriculture and HEVECAM SA and HEVEA SUD, Cameroon is dealing with implementation and monitoring. Corrie Maccoll is responsible for financing.

### **Effectiveness of the methodological approach**

The presentations made by Ivorian experts to Cameroonian officials were easier to carry out. This is as Côte d'Ivoire's experience proved that the national economy can be boosted by the rural economy. The Cameroonians benefited from the Ivorian experience to increase national production by fighting poverty. Cameroon and Côte d'Ivoire may, at the end of the project, have similarities in rubber production and rural development through the creation of agricultural belts around HEVEA CAMEROUN companies. Gabon, which obtains most of its foodstuffs in its markets from Cameroon, will also benefit.

### **Innovation**

The innovation in the Outgrower Project lies in this project not being limited only to assistance in creating village plantations by local communities, but at the same time contributes to food security through animal breeding and association to crop cultures that can be produced in short time periods and contribute to local and national, as well as subregional, consumption (Gabon,

which obtains most of its foodstuffs in its markets from Cameroon, will also benefit from these foodstuffs).

### **Sustainability**

The following are conditions to benefit from the advantages of the project:

- The obligation of each applicant to belong to a GIC
- The prohibition on deforestation practices (spaces used can only be fallow land formerly used by communities for subsistence farming)

While subsistence farming, maize, plantain, cassava and livestock products are useful for local consumption and help to supply local markets, rubberwood is a crop that contributes to industry worldwide. Its lifespan is 30-35 years.

### **Capacity for adaptation**

- Workers are organized in GIC (community grouping initiatives) and monitor their activities.
- Workers and neighbouring communities benefit from the support and technical monitoring of the enterprise.
- Growers and staff are trained and better equipped in various fields and cultivation practices.
- The companies offer equipment donations to communities.

### **Results**

The short-term results expected are:

- The permanent supply to local markets of food products;
- The fight against poaching through the production of plant proteins by the project;
- The contribution to food security through plant and animal production.

In the long-term:

- Production of 30,000 tonnes per year of natural rubber, much higher than HEVECAM's current production of around 15,000 tonnes per year.

### **Funding**

The funds are exclusively provided by Corrie Maccoll LTD. Credits are provided to communities and workers who meet the required conditions. These are reimbursed gradually when the activities start production.

Jean Romain Bekile Kondjambende, Cameroon

### Contact details

Corrie Maccoll LIMITED [www.corrie-maccoll.com](http://www.corrie-maccoll.com)

### Materials and photos

Images, videos, etc.

Websites:

[www.corrie-maccoll.com/sustainability/smallholders/](http://www.corrie-maccoll.com/sustainability/smallholders/)

[www.corrie-maccoll.com/sustainability/policies/](http://www.corrie-maccoll.com/sustainability/policies/)





## Carlos E. Mendoza, Colombia

**Title of good practice:** Plan de Desarrollo con Enfoque Territorial (Development Plan with a Territorial Focus – PDET) Valle del Guamuez

**Countries involved:** Ecuador and Colombia

### **Objective(s)**

South-South cooperation between coca farmers and Ecuadorean peasants with the aim of improving, increasing and selling the pepper and peanut crops produced in Putumayo through territorial development with the aim of contributing to substituting illegal crops.

### **Effectiveness of the methodological approach**

There was no experience. Plans involve support from a multi-donor fund that has identified available resources and will place them at the disposal of communities in the territories so that these can be used through the PDET to strengthen the implementation of the Peace Agreement through territorial development.

### **Innovation**

The international cooperation project that gained access to resources from the UN Multi-Donor Trust Funds was able to achieve, with organizations in the territories, a part of the implementation of the Peace Agreement in terms of land, which is the PDET.

### **Sustainability**

Inclusion of the three spheres: Local government, the international community and the rural population. Sustainability is contributed by the inclusion of local government and the demands of the communities.

### **Capacity for adaptation**

This is happening in the context of a peace agreement in which land is one of the topics causing armed conflict. We believe that giving a voice to the most excluded and rural populations is the key to the sustainability of the processes.

### **Results**

The support of Chile and Cuba on the implementation of the Peace Agreement, and support for the implementation in the sphere of land of the PDET.

Carlos E. Mendoza, Colombia

## **Contacts**

United Nations Multi-Donor Trust Fund

## **Funding**

Resources came from various countries including Canada, Chile and Ireland.

## **Materials and photos**

We can attach part of the work we have carried out in the development of a PDET project in Putumayo in the south of the country on the border with Ecuador.



## Claudia Milena Cepeda Zarama, Colombia

**Title of good practice:** “Reforestar” Foundation For The Protection And Recovery Of The Environment “Pamacya” Production Chain Of Aromatic, Medicinal, Edible Plants, And Similar

**Countries involved:** Colombia, Ecuador

### **Objective(s)**

To recover ancestral knowledge of food production, guaranteeing food sovereignty and security, the transfer of knowledge to new generations, and the enrichment of historical memory.

*Specific objectives:*

- Analyse and plan schemes for the production, use, processing, preserving and consumption of ancestral medicinal plants and foods for domestic use.
- Identify types of seeds used in ancestral foods and domestic vegetable gardens.
- Identify a protocol for ancestral facilities and growing methods in traditional rural vegetable gardens.

### **Cooperation between institutions and countries to achieve objectives**

The processes followed to implement plans, programmes and projects with NGO tenders essentially respond to the needs of rural communities mostly in the social and community spheres. There is support from territorial government bodies through various tenders for a range of application processes at the local, national and international level. The processes yielded operators that are duly accredited by the appropriate state bodies and cooperation organizations. In these processes, the Secretariat of Agriculture and Rural Development of Nariño launches various products from the production chain of aromatic, medicinal, edible plants and herbs and similar (PAMACYA). There has been an exchange of knowledge between associations and rural entrepreneurs in the Nariño region and Putumayo.

*Institutions, partners, implementing agencies and development partners:* Local and departmental governments in association with the following entities, by means of interinstitutional cooperation agreements: Pasto chamber of commerce, the offices of International Cooperation of the government and mayor’s office, and a series of binational agreements under the auspices of International Cooperation with the Government of Ecuador, who have been developing a series of development proposals concerning the rural sector and, in particular, communities subject to forced displacement and armed conflict.



**CONVENIO INTERADMINISTRATIVO Y DE HERMANAMIENTO ENTRE LA  
MANCOMUNIDAD DEL NORTE DEL ECUADOR QUE INTEGRA A LOS GOBIERNOS  
AUTONOMOS DESCENTRALIZADOS DE ESMERALDAS, CARCHI, IMBABURA Y  
SUCUMBIO Y LAS GOBERNACIONES DE LOS DEPARTAMENTOS DE NARIÑO Y  
PUTUMAYO DE COLOMBIA**

In relation to triangular cooperation, the SLOW FOOD INTERNATIONAL organization participates in the form of the SLOW FOOD community “Saberes Ancestrales de Nariño” (“Ancestral knowledge of Nariño”), a membership that was granted to us in August of this year.

There is also a regional experience involving International Cooperation, the Chamber of Commerce, the Municipal Government of Pasto and the Fundación PUM programme. Minister of Foreign Affairs of the Netherlands and the Confederation of Netherlands Industry and Employers (VNO-NCW).

The production chain of aromatic, medicinal, edible plants and similar, with the leadership of the Departmental Secretariat of Agriculture, the Technical Secretariat of the chain, PAMACYA, and with the support of the Corporación Universitaria Autónoma de Nariño (Autonomous University Corporation of Nariño), are responsible for the designs and construction of prototypes for agricultural machinery.

The organization gives advice to the following sectors and industries in the economy:

- Education and vocational training, agriculture and horticulture: Fruit and vegetables, flowers and ornamental plants, agriculture: Farming and forestry, tropical products
- Metal industry, textiles and leather, business consulting, business support organizations (chambers of commerce/association); food and drink production, fruit and vegetable processing, animal production.
- The government of Nariño, working through the Secretariat of Agriculture and Rural Development, is committed to science, technology and innovation in the rural sector in the department, and so we work hand-in-hand with farmers and the production chain.

### **Effectiveness of the methodological approach**

During these studies by local and regional governments, both qualitative and quantitative research methods were developed and applied to understand the supply system for agricultural products in the department of Nariño, as well as to identify the many interactions and relations

between the stakeholders participating in the production chain and the behaviour of the phenomenon in each of the municipalities subject to investigation, within the designated subregions.

The Proyecto de Desarrollo Territorial (Nariño Territorial Development Project – PDT) contains the following specific objectives and results:

*Specific objective 1:* Stimulate access to decent livelihoods.

*Result:* The population has greater economic and production opportunities in rural areas with economic, environmental, and social sustainability criteria.

The FAO study to identify supply flows and the articulation of local production systems (with an emphasis on family agriculture) and markets (local, institutional, and other) is in progress.

The first phase of the intervention by means of a pilot project called “*Recuperación del Saber Ancestral del Cultivo en Huertas Campesinas en Pasto*” (“Recovery of Ancestral Knowledge of Farming in Rural Market Gardens in Pasto”) saw participation from the community from local social collectives of peasants through a methodical process of participatory meetings in the community whose main aim was to contextualize the ancestral criteria that might bring about an improved use of food and genetic resources to be found in autochthonous and/or native materials as an alternative in order to recover plant materials and the processes of selecting, classifying, and multiplying, in a complementary way, their different applications and uses in traditional medicines and as input for the production of other by-products, cosmetic substitutes, traditional soaps, and so on.

## **Innovation**

The process of recovering ancestral knowledge fundamentally represents a recuperation of the genetic materials in plant products, but

- It is also about having a direct impact on recovering their culture, history, traditions, and the idiosyncrasies of different peoples;
- And their gastronomy, which is linked to the importance of their revival and/or recognition as a bastion of rural, indigenous, afro-descendant and mestizo peoples and communities.

## **Sustainability**

They must contribute to the territorial development of the Department of Nariño and the border areas with Ecuador, which will focus on the following as a priority:

- Providing more economic and production opportunities in rural areas with economic, environmental and social sustainability criteria
- Improving access to sustainable water and sanitation services
- Increase administrative capacities at the municipal level in rural communities
- Increase civil participation in governance
- Increase resilience, protection and political participation of women
- Promote community and/or agro/eco-tourism initiatives as an alternative for generating green jobs and enterprises
- Collaborative economy to favour new models of consumption, optimizing resources

### **Capacity for adaptation**

*Possibilities for extending the good practice to a broader sphere:* The involvement of the hierarchical levels of rural communities through their different organizational states linked to their ethnic origins, whether indigenous or *raizal* councils or others; These should be previously called on to engage in an implementation that works and lasts over time, allowing for self-development and self-management.

*Conditions that must be fulfilled to guarantee that it can be adapted to another country, context or region:* Promote actions to coordinate interventions with the organizations and institutions in the territory. (Definition of joint actions with United Nations High Commissions from Refugees, UNHCR, and Mission to Support the Peace Process in Colombia, MAPP/OAS).

Since 2016, the Office of International Cooperation of the Departmental Government, in its management of international development projects, has implemented actions and initiatives, inter-institutional coordination and technical cooperation to ensure state actions on human rights and peacebuilding are complementary and strengthen technical capacities to improve the public management of the territorial authorities and rural development.

### **Results**

In our sphere, the Autonomous University has successfully interacted with countries such as Ecuador and Chile on managing spaces for an exchange of knowledge and information, specifically in the agro-industrial sphere:

- Productive development of chain of aromatic, medicinal, and edible plants and similar with the support of the PAMACYA production chain.
- Sphere of mechanics, functional models for tools for processing organic raw materials.
- Good practices in community relations both in the rural and urban spheres.

## **Funding**

The Government of Nariño has strategic alliances that allow it to channel resources for technical and financial cooperation through framework agreements/memorandums of understanding with all of the agencies in the United Nations system present in Nariño, including: Food and Agriculture Organization of the United Nations (FAO), World Food Programme (WFP), United Nations Development Programme (UNDP), International Organization for Migration (IOM), and the United Nations Children's Fund (UNICEF). It also has alliances with international NGOs such as Action Against Hunger (AAH), the youth-run organization AIESEC, Action Aid, Norwegian Refugee Council, Centro Agronómico y Tropical en Costa Rica (Tropical Agricultural Research and Higher Education Center - CATIE), Spanish Agency for International Development Cooperation (AECID), Fundación Plan, ICCO Cooperation, Global Footprint Network and Global Green Growth Institute. Additionally, it is in the process of coordinating with the programmes for human rights, access to justice and territories of opportunity of the United States Agency for International Development (USAID)

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Pasto, Nariño, Colombia

## Materials and photos

Photographic records: Pilot project Meeting with local community leaders at the First Meeting to Recover Ancestral Knowledge of the Municipality of Pasto, Department of





## Hermann Orjuela Lozano, Colombia

**Institution:** Agencia De Renovacion Del Territorio (Territorial Renovation Agency - Art)

**Title of good practice:** Strengthening Of Socio-Productive Capital Of Municipalities In The Macarena – Guaviare Subregion On The Development Programme With A Territorial Focus (Programa De Desarrollo Con Enfoque Territorial, Pdet), In Peace Building In Colombia.

**Countries Involved:** Colombia, Brazil, Chile

### Objectives

Strengthen the capacities of the technical teams of social and productive organizations, municipalities, local governments and some institutions at the national level to design and implement processes to strengthen social and productive capital and improve the income and employability of rural communities in the 12 municipalities of the subregion.

Strengthen social capital, develop territorial value chains, revitalize the local economy, and improve the income and employability of inhabitants of the rural sector.

### Cooperation between institutions and countries to achieve objectives

Given the broad and successful Brazilian and Chilean experiences of processes of strengthening associations, cooperation and solidarity, it would be very useful to build a network of strategic partners with whom to exchange knowledge and learning that can contribute to the design and implementation of processes to strengthen social capital and develop the main territorial value chains (cocoa, coffee, dairy, banana, pineapple, passion fruit, and so on) in 12 municipalities of the subregion.

### Effectiveness of the methodological approach

Creation of a virtual, international, tripartite network through which to exchange knowledge and successful experiences of processes that have strengthened social capital for the development of territorial value chains. This should be accompanied by technological changes that will allow interaction from development agencies, territorial stakeholders (producers, union leaders, local governments, etc.)

### Innovation

The technological support for the exchange of experiences will maximize coverage and save resources. Technological advances allow the exchange of knowledge between development agents and territorial actors.

## **Sustainability**

- There is a broad and organized social base of production associations linked to the territory's value chains.
- There are value chains in the territory that provide income and jobs for a large part of rural families.
- Brazil and Chile have implemented collaborative and solidarity economy processes with success in value chains in the territory which provide opportunities for lessons learned.
- The regulation and strengthening of the socio-productive sphere in the territory in turn strengthen its competitiveness, as well as the integration of the different economic dynamics of the subregion and the nation as a whole in the framework of peacebuilding in the territory.

## **Capacity for adaptation**

Governments' interest in contributing to building peace in Colombia and in particular in the subregion of Macarena – Guaviare can lead to partnerships to strengthen socio-productive capital and the development of value chains in the territory to improve incomes and employability in the rural sector. The exchange of knowledge and learning allows it to be adapted to and adopted by different contexts in the territory to strengthen sectoral competitiveness.

## **Results**

The main results of the good practice are as follows:

- Strengthened social capital.
- Developed value chains in the territory.
- Organized, strengthened solidarity and collaborative economy.
- Strengthened territorial heritage.
- Diversified territorial economy.
- Consolidation of peace in the territory is in progress.

## **Contacts**

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Hermann Orjuela Lozano, Colombia

Hermann Orjuela, DIT Regional Representative for the Macarena - Guaviare Subregion

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## Funding

Funding from the state, from each country, and international cooperation funding from the United Nations system (ILO).

## Materials and photos

<http://www.renovacionterritorio.gov.co/index.php>

[http://www.renovacionterritorio.gov.co/especiales/especial\\_PDET/](http://www.renovacionterritorio.gov.co/especiales/especial_PDET/)

[http://www.renovacionterritorio.gov.co/Publicaciones/politicas\\_y\\_lineamientos\\_sectoriales](http://www.renovacionterritorio.gov.co/Publicaciones/politicas_y_lineamientos_sectoriales)

[http://www.renovacionterritorio.gov.co/Publicaciones/especiales\\_multimedia](http://www.renovacionterritorio.gov.co/Publicaciones/especiales_multimedia)

[http://www.renovacionterritorio.gov.co/especiales/pdet\\_de\\_todos/](http://www.renovacionterritorio.gov.co/especiales/pdet_de_todos/)

[http://www.renovacionterritorio.gov.co/Publicaciones/galera\\_de\\_videos](http://www.renovacionterritorio.gov.co/Publicaciones/galera_de_videos)



## Jessica Mora Álvarez, Colombia

**Institution:** ALBOAN

**Title of good practice:** “Red COMPARTE” Multi-level programme: the construction of economic/production alternatives for the sustainable transformation of territories.

**Countries involved:** Bolivia, Brazil, Colombia, Ecuador, El Salvador, Spain, Guatemala, Mexico, Nicaragua, Paraguay, Peru.

### **Objective(s)**

The Red COMPARTE began in 2011 as the result of the reflections of a group of social organizations (social centres) in Latin America and Europe, constituting a community for learning and action capable of building economic/production experiences that provide an alternative to the prevailing model. In this way, through social, political, economic and spiritual articulation, organizations can successfully lead development experiences that improve their living conditions.

*General Objective:* Contribute, in conjunction with producer organizations and partners, to the sustainable transformation of the various territories impacted.

*Specific objective:* Build, in conjunction with producer organizations and partners, alternative economic/production experiences with a local and regional impact that are sustainable and can be replicated.

### **Cooperation between institutions and countries to achieve objectives**

The experience can be framed within the four types of SSTC since it focuses on support, capacity building, advocacy and learning from experiences through the network.

*Countries, social centres, and producer organizations:* Bolivia, Brazil, Colombia, Ecuador, El Salvador, Spain, Guatemala, Mexico, Nicaragua, Paraguay and Peru. For a list of social centres (mainly Jesuit organizations), see: <http://desarrollo-alternativo.org/experiencias-del-comparte/>

They share a vision of the territory and are committed to inclusive, sustainable development at the local level. The social centres support producer organizations, boosting their impact and the sustainability of economic/production initiatives. This happens through an exchange between the centres themselves.

*Universities:* Universidad de Deusto, Instituto de Estudios Cooperativos Lankin- Universidad de Mondragón, ESADE, Laboratorio de Innovación Económica y Social LAINES - Ibero Puebla.

These facilitate training processes (diplomas and master's programmes in SSE) for those involved in social centres and producer organizations.

### **Effectiveness of the methodological approach**

Red COMPARTE's vision and practice focus on alternative development as the channel that offers a way to find a new horizon in the future. The current strategic framework is a multi-level programme with three dimensions: networks, social centres, and producer organizations.

As a network, it seeks to improve, professionalize and consolidate the economic and productive initiatives implemented and prioritized by the social centres and productive organizations through five strategies:

- Capacity building.
- Knowledge generation.
- Creation of strategic partnerships.
- Communication and dissemination.
- Availability of resources for COMPARTE's actions.

### **Innovation**

- A real commitment to building communities using a multi-level model of joint work: Network, social centres and productive organizations.
- Understanding of the idea of the alternative as a way of designing a different world, one that is more liveable and decent, based on eight distinguishing characteristics.
- The majority of social centres share a longstanding presence in the territory; they prioritize local initiatives, have clear economic/political/social positions, and are committed to social justice.
- Construction of guiding tools and systematization of practices.
- Construction of a "participatory system of guarantees" (at the pilot stage) that acts as an alternative certification system in SSE for rural organizations in Latin America.
- Generation of learning networks focusing on the thematic spheres identified as priorities during the discussions of the network.

### **Sustainability**

- The multi-level vision makes it possible to maintain the commitment and participation of those involved.
- The understanding of development as a confluence of spheres enables dialogue and the integration of social centres and producer organizations so that their initiatives and interests can diverge over the time, being coordinated by the eight development pillars we work with.

- There are permanent dialogue and exchange between the parties by means of: a dynamic team, meetings, exchange of experiences, technical support, training processes, pooling of resources, use of information tools.
- Establishing strategic alliances makes it possible to provide a true reading in the territory, boosting the development of capacities
- The systematization of the experiences and design of methodological tools encourages exchange and dissemination of the economic and productive initiatives.
- The social centres are linked to projects financed by the Cooperation Department of ALBOAN.

### **Capacity for adaptation**

The multi-level programme can be extended to other situations, taking the following points into account:

- The social centres and producer organizations forming part of the network are located in 11 countries of Latin America and Europe; this represents the diversity of contexts and territories of the organizations.
- The network's outlook has been constructed jointly between organizations that are sympathetic with the need and desire to construct new development alternatives through economic/production initiatives that can permeate the various spheres of people and their communities.
- This is a comprehensive approach that tackles the different stages of the production system with the capacity to respond to the specific needs of organizations.

### **Results**

- Implement and validate a methodology to expand the scale of economic/production experiences from the perspective of their sustainability.
- Create and/or improve the economic/production experiences during the phases of funding, production and processing of the production system, with a market-based approach.
- Develop and/or strengthen alternative circuits of trade and consumption that guarantee fair prices and incomes for producers.
- Promote the positioning of products for responsible consumption via a system of guarantees.

### **Contact details**

Red COMPARTE has a coordinating structure that comprises a Director, Executive Secretariat, Technical Secretariat, and dynamic team of staff.

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## **Funding**

Red COMPARTE's funding is mixed, coming from the following sources:

- Public Funding: from the submission of cooperation projects for funding mainly to the Basque Government and provincial councils.
- Private Funding: from the submission of projects for funding to private organizations such as the Canadian Jesuits International, REAS Euskadi, and so on.

## **Materials**

The Red COMPARTE experience can be found on the blog *Desarrollo Alternativo*:

<http://desarrollo-alternativo.org>

Some recent materials that give an idea of what we do are as follows:

- COMPARTE meeting 2019 (video):  
<http://desarrollo-alternativo.org/nuevo-video-del-encuentro-comparte-2019-en-chiapas-mexico/>
- El desarrollo de capacidades como estrategia de cambio (Capacity building as a strategy for change) (publication):  
<https://www.alboan.org/es/multimedia/publicaciones/investigaciones/el-desarrollo-de-capacidades-como-estrategia-de-cambio>
- The alternative development we work for:  
<https://www.alboan.org/es/multimedia/publicaciones/investigaciones/el-desarrollo-alternativo-por-el-que-trabajamos>
- A collective journey. Plans for social business:  
<http://desarrollo-alternativo.org/wp-content/uploads/2019/05/Planes%20Negocio%20Social%20COMPARTE.pdf>

## Jason Alonso Castro Blanco, Costa Rica

**Title of good practice:** “Vivienda progresiva” (“Progressive Housing”) financing programme for people in a vulnerable situation in the Huetar Norte region of Costa Rica

**Countries involved:** Costa Rica, Luxembourg and, potentially, other countries neighbouring Costa Rica such as Panama or Nicaragua.

### **Objective(s)**

The programme aims to seek international funding and offer soft financing in favourable conditions to people living in extreme poverty, relative poverty, migrants, single mothers or those with physical disabilities, who are the beneficiaries of the government “Bono de vivienda” (“housing coupon”) programme. This measure aims to help people finish their homes, since in the majority of cases the amount allocated to beneficiary families is not sufficient for them to finish, renovate or furnish their home.

### **Cooperation between institutions and countries to achieve objectives**

The programme has been running since 2016 in the Huetar Norte region of Costa Rica in the form of the Fundación Unión y Desarrollo de las comunidades campesinas (Union and Development Foundation for Peasant Communities – FUNDECOCA). The programme was developed with the help of the Red Centroamericana de Microfinanzas (Central American Micro Financing Network – REDCAMIF) and ADA Finance, Luxembourg, who supported the programme’s development and provided non-refundable resources, respectively.

Once the implementation and allocation of resources were complete, REDCAMIF and ADA’s involvement ceased, and since then FUNDECOCA has maintained, monitored and given continuity to the programme as part of a portfolio that it offers to the region’s inhabitants.

Taking advantage of the tools offered by SSTC, it is possible to create inter-institutional partnerships with neighbouring countries so that these can provide support and monitoring, technical assistance and dissemination to the programme so that the general population can perceive the benefits it offers.

### **Effectiveness of the methodological approach**

Firstly, technical and market research was performed to determine the main needs and demands of the sector and region. Some 71 communities in the region covered by the foundation were involved in the programme. The foundation has more than 25 years’ experience in microfinancing in Costa Rica. Funding was allocated via Comités de Crédito Comunales (Community Credit



Committees) that operate independently in 100% rural communities and have limited resources, where the population is from the lower social classes and are dedicated to production activities such as small-scale agriculture, farming, livestock farming, trade and services, and so on.

### **Innovation in practice**

The community credit committee comprises people in the local community and they are the ones who decide who to give resources to. Their knowledge of the context is what enables them to take decisions since they know the local residents and their situation. The innovation lies in the fact that the local residents are humble people who generally have little or no knowledge of finance, but they take on the role of community bankers, *ad honorem*, with the support of the foundation, which takes care of the legal side, the technological platform and training of volunteers.

### **Sustainability**

The following elements are essential:

- Volunteers
- Community organization
- A desire for personal and financial advancement
- The creation of new opportunities to promote self-fulfilment
- Stimulation of social mobility

The model has shown itself to be sustainable for many years, with a broad market and very worthy purpose which will help it to last over time.

- Care over the community micro-financing model
- Assistance (volunteers)
- Care for the resources assigned
- Motivation for the people involved in the programme
- Ongoing training programmes

### **Capacity for adaptation**

Two of the actors originally involved – REDCAMIF and ADA – have already completed their collaboration on the project, but it continues to be another product of the foundation whose practice continues to spread. The scope is determined by the amount of resources available to continue with the project. It is an example that can easily be replicated in any region of Costa Rica and adapted to other countries, albeit with a different form but with the same purpose.

Today, through the South-South and triangular cooperation structure, the potential for expanding this project is totally viable. It can be adapted to each country context, since each region has a different situation although ultimately the need to be met is the same. Mutual collaboration is indispensable in this respect, since sharing experiences with those who are receiving the project makes it possible to forecast the variations required according to their situation so that its adaptation, implementation, development, measuring and the achievement of results are in line with the objective set.

Apart from depending on cooperation, the programme's success also requires a review of countries' policies, and the proposal of technical solutions to achieve immediate results by recovering ethical principles of solidarity, respect and joint learning.

## **Results**

Thanks to this project, soft financing has been granted to more than 1,000 families in the region. The total amount of product currently stands at over 832 million Costa Rican colones (\$1,444,841) (exchange rate: 575 x \$1) and the programme maintains a portfolio of \$696,009 and 373 families, financing home improvements, registration of land, access to the housing coupon programme and legal procedures linked to obtaining that funding. ALL of the beneficiaries are classified as poor, relatively poor or in extreme poverty.

## **Contacts**

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## **Funding**

At the start of the project, some \$200,000 non-refundable resources were provided by the government of Luxembourg through its ADA programme and the counterpart, FUNDECOSA. Today, all of the resources assigned to the programme come from the foundation itself. While developing a programme of this kind requires financial help, these resources can also be

managed through SSTC with a view to a country acting as a financial partner of the project with no other interests involved, non-conditionally.

### Materials and photos

- Booklets on good practices in construction and the use of materials.
- Free technical advice for the first projects carried out.
- Credit regulation for PROGRESSIVE HOUSING.
- The project was a semi-finalist (top 10) in the EUROPEAN MICROFINANCE AWARDS 2017, “Microfinance housing”.

[www.fundecoca.cr](http://www.fundecoca.cr)

<http://www.european-microfinance-award.com/fr/8th-European-Microfinance-Award-2017>

2017 brochure in PDF.

TABLE 1: SEMI-FINALISTS, FINALISTS AND WINNER OF THE EUROPEAN MICROFINANCE AWARD

Institution	Country	Award
Cooperative Tosepantomin	Mexico	Winner
The First MicroFinance Bank Afghanistan	Afghanistan	Finalist
Mibanco	Peru	Finalist
Amret	Cambodia	Semi-finalist
First Finance	Cambodia	Semi-finalist
First MicroFinance Bank Tajikistan	Tajikistan	Semi-finalist
Fundecoca	Costa Rica	Semi-finalist
Kenya Women Microfinance Bank	Kenya	Semi-finalist
Micro Housing Finance Corporation Ltd	India	Semi-finalist
Swarna Pragati	India	Semi-finalist

## Bahi Narcisse Biahi, Côte d'Ivoire

**Title of good practice:** Project to invest in the regional sustainable management land and adaptation to climate change programme in the Sahel and West Africa (PRGDT), financed by the European Union.

**Countries involved:** Countries of the Sahel (Benin, Burkina Faso, Côte d'Ivoire, Cape Verde, Gambia, Mali, Niger, Mauritania, Chad, Senegal, Togo, Guinea, Guinea Bissau)

### Objectives

*General objective:* Assist 17 CILSS and ECOWAS member states to implement coordinated actions on the sustainable improvement of agricultural and forestry production through investments in the rehabilitation of degraded lands, the promotion of the governance of natural resources and adaptation to climate change.

*Specific objectives:*

- Creating technical, political and strategic conditions for Sustainable Land Management.
- Capacity building on adaptation by communities to climate change
- Reducing the vulnerability of communities in the Sahel and West Africa to the effects of climate change.

### Cooperation between institutions and countries to meet objectives

The partners involved are:

- ANADER - Côte d'Ivoire (National Rural Development Support Agency): Performance Agency
- European Union: Sponsor
- CILSS (Permanent Interstate Committee for drought control in the Sahel and West Africa: Benin, Burkina Faso, Côte d'Ivoire, Cape Verde, Gambia, Mali, Niger, Mauritania, Chad, Senegal, Togo, Guinea, Guinea Bissau): Project Owner
- CILSS, National Committees (CONACILSS) (supervision)

### Effectiveness of the methodological approach

Performance of a social study, jointly with experts from CILSS and representatives of ANADER-Côte d'Ivoire, which led to the scaling of the project whose foundations rest on the real needs of beneficiaries. Depending on their needs, the project, in Korhogo in Côte d'Ivoire, is thus broken down into 3 sub-components:

- Capacity-building project on restoration techniques and soil improvement for natural resources management stakeholders
- Project to develop out-of-season market gardens with the help of drilling and a solar-powered pumping system
- Agroforestry project.

In addition, the process is intended to be participatory through the training of stakeholders, awareness raising, support and advice and the setup of a communal committee.

### **Innovation**

- Irrigation management by beneficiaries
- At least two (2) cropping cycles per year on the same plot
- Development of out-of-season market gardens with the help of a solar-powered pumping system

### **Sustainability**

The project is sustainable at several levels:

- Local stakeholders are trained to make it sustainable;
- awareness-raising and set up of a communal committee;
- Monitoring and coordination of the project.

### **Capacity for adaptation**

There are possibilities to extend this good practice in all CILSS countries where the desert is advancing significantly, particularly the Korhogo area, where it has been implemented, is a semi-desert area like many in CILSS countries. This is also applicable in regions of the world where the soil is arid and desert-like.

### **Results**

Development of out-of-season market gardens with the help of a solar-powered pumping system:

- Drilling carried out
- Two 2,000 litre cisterns installed
- One photovoltaic plate installed
- Small water drip distribution equipment installed
- Four modern wells for manual irrigation of 1 ha of farming carried out
- Closure around 3 ha of crops with metallic bollards and barbed wire

Bahi Narcisse Biahi, Côte d'Ivoire

Agroforestry project in the commune of Korhogo:

- One manually operated pump installed
- Fencing around 5.7 ha in the first year

### **Funding**

The funds come from European Union financing

### **Contact details**

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### **Materials and photos**

- Training modules
- Images of the project site



## Hybo Jean-Pierre Fabrice Anouman, Côte d'Ivoire

**Title of good practice:** The contribution of the labour inspectorate to the adaptation of legal provisions to the realities of the agricultural sector.

**Country:** Côte d'Ivoire and Ghana

### **Objectives**

Côte d'Ivoire holds a special place in the West African economic area due to its agriculture. Nonetheless, legal constraints hinder the correct regulation of professional relations by the labour inspectorate in the agricultural world. The provisions of the Labour Code are general. The implementing regulations also do not provide legal rules or regimes specific to agricultural sector branches, whence the recurring problem of the effective application of Labour Code provisions to professional relations in the agricultural sector.

Furthermore, lack of awareness about agricultural professions and the lack of frameworks for specific meetings with its traditional partners - workers and employers organizations in the agricultural sector - are one of the causes of inadequate action by the labour inspectorate in agricultural units. An adaptation of the existing legal framework to the specificities of the agriculture sector preceded by the setup of job descriptions and frameworks for collaboration between the agricultural sector and the labour inspectorate appears essential.

### **Cooperation between institutions and countries to meet objectives**

The project provides cooperation between Ghana and Côte d'Ivoire, two countries with almost similar agricultural potential. A regular consultation framework can be set up to meet quarterly in each country to identify the fields outside the scope of the labour law and the legal and institutional measures to be put in place to remedy problems. It will include representatives of ministries responsible for development and agriculture. A Ghana-Cote d'Ivoire cooperation working group will meet annually to set out their choice of strategy. The ILO will provide technical arbitration. The eventual objective is the uniformization of labour law on agriculture to avoid the flight of labour. There will be in-depth studies on:

- The regionalization of the legal provisions on agriculture
- The drafting of sectoral collective agreements or establishment agreements specific to farming.
- The set up by the labour inspectorate of action plans that highlight the objectives to be met, the expected results and performance indicators that allow the monitoring and assessment of its activities.

- The creation of specific meeting frameworks with its traditional partners - workers and employers' organizations in the agriculture sector by branch or grouping of branches - to allow the labour inspectorate services to be effective on the ground.

### **Effectiveness of the methodological approach**

The process is intended to be participatory and lies in the pooling of national agricultural skills. It is essential that all agricultural sector partners and stakeholders are brought together. This will be useful for the establishment of job descriptions as it is partly a lack of awareness of agricultural trades that causes inadequate intervention in agricultural units and plantations. A quarterly consultation framework, to draw up this description, will involve civil society, representatives of ministries of development, agriculture and labour.

### **Innovation**

The consensual approach in drawing up texts on agriculture. While tripartism is a well-known method for labour law professionals in Côte d'Ivoire, this is not the case for other national partners involved in the project. This would be inclusive governance linking experts and citizens

### **Sustainability**

The legitimacy of the collaboration framework will guarantee the sustainability of the system, given that the decisions and laws made will be consensual.

### **Capacity for adaptation**

- A tradition of social dialogue
- Institutional lead
- Coordination capacity
- ILO technical support
- Responsibility taken by the state

### **Results**

- Poverty reduction
- Competitiveness of farms through investment in human capital
- Specific legislative framework depending on local contingencies.

### **Funding**

Parafiscal charges, Development partners

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## Ruth Ferkah, Ghana

**Title of good practice:** Development of Farmer-Based Cooperatives and Farmer-Based Organizations (FBCs/FBOs) in Northern Ghana and Southern Burkina Project

**Countries involved:** Ghana, Burkina Faso and South Korea

### **Objective(s)**

To help promote self-sufficient in food production and improving the living standard of households of farmers in the poorest northern region of Ghana and its neighbouring Burkina Faso, the FBCs/FBOs projects seek to achieve the following among the rural farmers:

- Promote cooperatives groups for mutual benefits
- Encourage mechanized farming through irrigation and support for other inputs
- Create a common market for farm products
- Provision of storage facilities
- Enhance decent work
- Build resilience and sustainability
- Reduce poverty level of farmers and households
- Encourage girl-child education

### **Cooperation between institutions and countries to achieve the objectives**

This project is funded by the Government of the Republic of Korea through Korea International Cooperation Agency (KOICA), while its Project Management Services supervise the FBCs/FBOs Project and provide support through local Implementing partners and Association of Church-based Development Projects (ACDEP). This is achieved through effective collaboration between institutions including the Ministry of Employment and Labour Relations, the Department of Co-operatives, the Ministry of Food and Agriculture, the Ghana Co-operative College and the National Board for Small Scale Industries (NBSSI) who design, provide Capacity Development and Training as well as assist in the selection of beneficiaries for support under the project.

### **Effectiveness of the methodological approach**

To encourage cooperative groups among rural farmers for mutual benefit, the project provides networking workshop tailored to their area of production including investment, experience sharing, proposal writing and expansion hence individual farmers cannot benefit.

Beneficiaries of the training components may apply for support under the same project. The selected FCBs/FBOs are taken through a competitive assessment by the responsible institutions

including my Ministry of which I am sometimes involved. Under this component, participating FBCs receive matching grants of up to 90% of funds required to implement their proposed projects relating to packaging, irrigation schemes, storage facilities among others are supported.

### **Innovation**

The innovation is that it encourages ownership and has a great impact on the farmers' households especially the education of children and the whole community. The Project only assist groups of farmers who already have strategies of helping each other. Their zeal of leaping from their poverty situation is enhanced by providing those knowledge-sharing workshop/training and matching grants to support their own initiative which is assessed before implementing. Thus through such engagements, FBCs/FBOs are able to explore ways of tailoring production to meet market demands thereby maximizing sales hence improving their standard of living and that of their rural communities.

### **Sustainability**

Sustainability of this project is guaranteed because the FBCs/FBOs are trained to invest the income generated from their supported farm projects. Again because the farm projects are usually managed by the members themselves, they develop experiences which they usually share with the rural folks thereby, attracting more members who again add to the funds of the groups through their monthly dues and occasional membership contributions. Also, groups are encouraged to venture into areas where the needed farm materials/seeds can be found within their locality. This therefore makes the groups' farm projects more resilient and self-funding after the initial support.

### **Capacity for adaptation**

This project which started from northern Ghana has expanded to the neighbouring regions and along the border rural communities in Burkina Faso. This is because the project is based on the spirit of cooperatives and commitment to the alleviation of rural poverty by indigenous themselves. Therefore this project is very adaptable in any country where the government/governments are ready to support rural development based on the main occupation of the rural communities by providing practical training and seed money/ initial funds to organised groups with committed leadership.

### **Results**

The result of the first round of beneficiaries under the project could boast of collective increase in capital, farm yields, market, storage facilities among others hence overall improved standard of living of group members and community at large.

## **Funding**

The funds for this project are from the government of the Republic of Korea for all activities.

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## **Materials and photos**

Capacity Development of FBCs/FBOs in Northern Ghana

Pilot Project Proposals Evaluation, August 2019



## Susan Wanjiru Kiagiri, Kenya

**Title of good practice:** Technology exchanges for climate change adaptation in Africa

**Countries:** United Kingdom, Kenya, Rwanda, Cambodia, Mali, eSwatini, Vietnam

### **Objective(s)**

The project was aimed at mitigating the effects of climate change through involvement in clean gas and renewable energy technology solution so as to increase the time spent while collecting firewood which is instead spent in income-generating activities.

### **Cooperation between institutions and countries to achieve the objectives**

International Fund for Agricultural Development (IFAD), Biogas International, IFAD Kirehe Community Based Watershed.

### **Effectiveness of the methodological approach**

*Community-based approach.* It was noted that more than 85 per cent of rural communities rely on traditional fuels, such as firewood and charcoal for cooking and lighting. Women and children walk long distances every day in search of firewood, reducing time for income-generating activities and leisure. Additionally, the smoke inhaled from the combustion of firewood has damaging impacts such as chronic respiratory diseases and eye infections. IFAD came in and initiated a pilot project on Flexi Biogas, a system consisting of a plastic digester bag housed in a greenhouse tunnel, as an integrated waste management and renewable energy technology solution. Demand for this technology is growing and a lot of households can easily be able to produce their own biogas especially in the rural areas where most people are small scale farmers who have the raw materials.

### **Innovation**

The use of recyclable waste to produce energy hence avoiding chronic respiratory diseases, eye infection and promoting the transition to a low carbon emission planet.

### **Sustainability**

The involvement of community-led organisations can last over time because after the installation of the biogas digester, the recycling procedure is sustained since these farmers have enough organic waste from the farms to recycle.

## **Capacity for adaptation**

With the concept of just transition, climate change and renewable energy, every individual now is working and trying to minimise his/her carbon emission levels and the use of biogas from organic waste in a household, boosting the transition to a green economy and one that is decent and sustainable.

## **Results**

Flexi biogas technology was piloted and tested with smallholder dairy farmers and lessons shared with investors, decision-makers and farmers who might be interested in adopting the technology. As a result, 10 flexi biogas systems were installed in smallholder dairy farms in Nakuru, Kenya, under the IFAD-funded Smallholder Dairy Commercialization Project. An additional 10 systems were piloted in Kirehe, Rwanda, under IFAD's Kirehe Community-Based Watershed Management Programme, and the system is currently being implemented in Cambodia, Mali, Swaziland and Viet Nam

## **Funding**

IFAD AND United Kingdom's Department for International Development.

## **Contact details**

IFAD Kenya And Biogas International Nairobi

## **Materials**

There have been various campaigns by the community members to their fellow neighbours on the importance of biogas and how cost-efficient it is. Brochures and fliers were also distributed.

## Noutthong Alounthong, Lao PDR

**Title of good practice:** University Networks on Natural Resources Management and Socio-Economic Benchmarking

**Countries:** Greater Mekong Subregion

### Objective

The Greater Mekong Sub-region (GMS) is one of the world's richest biodiversity hotspots. However, fast economic development in the region results in impacts on natural resources and biodiversity. The government of each country had established a National Protection Area (NPA). There are villagers living within the corridor zone of the NPA where there is a high incidence of poverty and a heavy reliance on natural resources for their livelihoods. The project therefore aims to build capacity and conduct research in the GMS with the ultimate objective of conserving biodiversity through i) Poverty assessments and impact of Core Environment Program and Biodiversity Conservation Corridors Initiative activities on poverty reduction; ii) Integrated land-use planning and management in the corridors; and iii) Capacity Building for local-based institutions

### Cooperation between institutions and countries to achieve objectives

Mae Fah Luang University in Thailand fully formed the Greater Mekong Sub-region University Network on Natural Resources and Environmental Management (GMS/UniNet on NREM) with nine (9) member universities, who formally signed the MOU by their presidents and agreed to proactively respond to the urgent research and training needs for NREM in the GMS. The university from 5 countries including:

- Cambodia- Royal University of Agriculture (in collaboration with Royal University of Phnom Penh)
- China (Yunnan Province): Yunnan Agricultural University (in collaboration with Kunming University of Science and Technology)
- Vietnam: Vietnam National University - HCM City (in collaboration with Hanoi University of Technology)
- Laos: National University of Laos
- Thailand: Khon Kaen University (in collaboration with Kasertsart University)

The above university have collaboration and partnership with government organizations and NGOs in its respective country. Knowledge and experiences are shared in order to meet the common goal of biodiversity conservations.

### **Effectiveness of the methodological approach**

The processes for capacity building through South-South Cooperation are as following:

- Establishing university networking in GMS countries
- Identification of pilot biodiversity sites in each country
- building regional research capacity for the professors in the 11 universities and its postgraduate students through training, research conducting, knowledge sharing
- Conducting researches in the pilot biodiversity sites
- Sharing knowledge, experiences and lesson learns

### **Innovation**

The common goal and common understanding lead to better management of natural resources in this region. It can be extended for other similar contexts on other resources management, which need regional involvement. In addition, better resource management can be achieved to strengthen the capacity of the local people in the country. The lesson learned from one country can also be applied for others.

### **Sustainability**

Even this is the pilot project, it is considered as good practice as a local-based resource is in place in each country. The context and lesson learned on poverty assessments and impact of Core Environment Program and Biodiversity Conservation Corridors Initiative activities, integrated land-use planning and management and capacity building for local-based institutions can be extended to broader areas.

### **Capacity for adaptation**

This is the pilot project to cover only 5 biodiversity corridor landscapes (1 site/country) during 2006-2009, the results of this project were scaled up in the pilot sites and applied to other 9 landscapes in GMS countries in 2009-2012. In 2012–2016, all nine GMS biodiversity landscapes and the priority corridors also were expected to be consolidated in terms of investments and an evaluation of the approach. These 3 phases are implemented through South-South cooperation amongst the GMS countries

### **Results**

- University networks amongst GMS countries were established
- 2 graduate students in each country obtained master's degrees

- Capacity on researching was built for university staffs and the graduate students who involve in the project
- Research results were exchanged amongst 5 countries
- Poverty status, socio-economic baseline data, livelihood options and land use planning were undertaken
- Project's interventions were identified and implemented
- Documented on livelihood intervention results and synthesize across all sites
- Knowledge and experiences amongst those 5 countries were shared and learned through study visits, international conferences, etc.
- Published and disseminated project results

### **Funding**

The project was funded by Environment Operation Center of Asian Development Bank through the Greater Mekong Sub-region Core Environment Program/Biodiversity Conservation Corridors Initiative

### **Contact details**

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### **Materials**

- A special technique (Ten Seeds Technique – TST) for socio-economic surveys
- Approaches to socio-economic assessment
- Standardization of socio-economic and livelihood data collection methodologies and analyses
- Land-use data collection (over time and space)
- Socio-economic benchmarking indicators at National, District and Village levels
- Project documents and reports on the impacts of livelihood interventions recommendations





## Phonethip Vorachith, Lao PDR

**Title of Good Practice:** G9173 Great Mekong Sub-Region: Livelihood Support for Corridor Towns Cambodia, Lao PDR and Vietnam

**Countries:** Lao PDR, Vietnam, Cambodia

### Objective(s)

The project aimed to pilot market development as an approach to poverty reduction in the Greater Mekong Subregion (GMS) by providing:

- Market facilities for poor informal vendors;
- Access to finance through a replicable microfinance model to be facilitated by local Microfinance Institutions (MFIs);
- Capacity building and training in the management of market operations and microfinance operations for sustainable use of market facilities;
- Awareness campaigns that include outreach and marketing programs.

### Cooperation between institutions and countries to achieve the objectives

The Asian Development Bank (ADB) supported technical assistance to three leading implementing agencies of Department of Public Works and Transport Battambang, Cambodia, Provincial People's Committee of Quang Tri Province, Vietnam and Department of Public Works and Transport, Savannakhet, Lao PDR. They managed the project in their selected city. Still, they coordinated and shared the progress and feedback to encourage each other to be on track and succeed.

### Effectiveness of the methodological approach

- Established one market facility located at each selected city. Prepared an Initial Environmental Examination that identified potential environmental impacts and ensured measures are identified to mitigate them. Conducted market demand and value chain analysis to assess the constraints in the chains. Selected of beneficiaries, provided beneficiaries access and admission to vendor associations. Established the Market Management Committees; conducted a beneficiary needs assessment to determine what additional social support is required to enhance women participation.
- Microfinance support for market vendors: provided beneficiaries with accessible MFI loans appropriate to the needs of the vendors and their Small and Medium Enterprises (SMEs).

Provided support for the MFI to draft and implement MFI credit and training manuals and courses targeting beneficiaries, especially women.

- Training and awareness campaign: build capacity to manage, operate, and maintain the physical infrastructure provided by the project; supported the operations of the Market Management Committee (MMC); provided assistance to informal market vendors to join the respective vendor associations; and with the assistance of the MFI and training resource persons, build capacity and confidence of the urban poor, especially women, to establish their own successful market enterprises based on sound business planning and the provision of marketing management.
- Project management, monitoring and audit services

### **Innovation**

Capacity strengthening to night market management committee and vendors and providing micro-loans to night market vendors are effective approach and should be expended and replicate to other future projects. It helps the poverty reduction of the provinces in each country. At the same time, the new night markets are also new tourism attraction places; it is in line with the city development plan of the provinces.

### **Sustainability**

The projects are linked to the Greater Mekong Subregion East-West Economic Corridor and Southern Economic Corridor. One most successful factors contribute to successful and sustainable for the post-project besides the construction of the market is, the operation of the market as well as the ongoing supports for further products and services development of the products value chains for the vendors in the night market, which under the role of the Market Management Committee, involving relevant organisations like Industry and Commerce sector and others. Their contributions and ownership the on-going support the night market operation.

### **Capacity for adaptation**

Three new markets in Kaysone Phomvihane (Lao PDR), Dongha city (Vietnam) and Battambang city Cambodia) construction completed. The Night markets built with reserved space and stalls (space quotas) for women including facilities such as separate toilets for females. All three markets can accommodate 600 vendors stalls.

400 microloan recipients have received the funding for their trading operation. Others received a grant for their working capital.

MMC and MVG members have been trained on skills and knowledge to manage the Night Market for future after the project ended: 1. Preparation for borrowing plan and loan management, 2. Financial management. 3. record keeping, 4. garbage management, 5. basic marketing management, 6. Business planning, 7. Food safety and Hygiene, 8. product development and 9. communication skills.

Project management mechanisms established by the Executing Agencies and Implementing Agencies with support from the project management consultants and operational for the project; feasible project performance and management system established; work plans implemented; and gender equity assured in project and market management, by 2018. the Project Management Unit (PMU) has been established at each province to manage the projects. The project performance has been monitors through Monthly, Quarterly and Annual Reports. The MMC and Market Vendors Group (MVG) has been established to manage the operation of the Market.

## **Results**

Three new markets in Kaysone Phomvihane (Lao PDR), Dongha city (Vietnam) and Battambang city Cambodia) construction completed. The Night markets built with reserved space and stalls (space quotas) for women including facilities such as separate toilets for females. All three markets can accommodate 600 vendors stalls.

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## **Funding**

Source of funding: Grant 9173-REG: Greater Mekong Subregion Livelihood Support for Corridor Towns received finance supported from Japan Fund for Poverty Reduction and ADB with 2.5 million USD.

## **Contact details**

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## **Materials and photos**

- Presentation of Night Market Development-Lesson learnts and Good Practices
- Presentation of Project Objectives and Components Overview.
- Project datasheet
- Training Need Assessment Report ( Lao PDR)
- Feasibility Study
- Website: <https://www.adb.org/projects/46074-001/main#project-pds>



## Cristelle Ramaroson, Madagascar

**Title of good practice:** Supporting female entrepreneurs in Very Small Enterprises and Small and Medium-sized Enterprises (VSE/SME) for better social advancement of workers and the effectiveness of the transition mechanism of informal activities towards the formal sector.

**Countries involved:** Madagascar and other countries of francophone Africa

### Objectives

The desire to commit to the promotion of the decent work agenda and the implementation of the actions of the Promotion of Decent Work Department (PDWD is committed to a specific objective, the social advancement of workers and the effectiveness of the mechanism to transition informal activities towards the formal sector.)

The theme chosen for this initiative is "Promoting decent work through the social advancement of women", realized through a partnership with Entreprendre au Féminin Océan Indien (EFOI, Business Women of Indian Ocean) for collaboration on training.

### Cooperation between institutions and countries to meet objectives

Entreprendre au Féminin Océan Indien, EFOI Madagascar is actively networking with the network of female entrepreneurs in the region which ensures the promotion of members both nationally and internationally, particularly those in rural areas, with the objective of mutual and shared support to benefit from business opportunities.

### Effectiveness of the methodological approach

Collaboration between the Promotion of Decent Work Department (PDWD) and Entreprendre au Féminin de Océan Indien (EFOI) has translated into a partnership assisting EFOI members through practical training related to their activities by helping them to standardize basic management tools in the following areas: simplified accounting, simplified business plan, simplified fundamental principles at work.

The agreement will lead to the efficiency of the mechanism for the transition of informal activities towards the formal sector.

### Innovation

This initiative's singularity lies in the fact that EFOI members are largely working in the rural and craft economy: these women work in small and micro-enterprises, individual or family units. The

training provided gives them daily management tools and facilitates various operations they will have to carry out in their internal and external activities. These concepts will allow them to have operational control.

### **Sustainability**

Concerning trained members (Antananrivo and Antsiranana):

- Guidance and assistance will be provided permanently: regardless of the platform level, or individually by the PDWD which remains fully available.
- The assessment and follow up will also help the identification of strengths and weaknesses; opportunities and risks to internal and external development in order to reconsider the outlook to adopt.

Subsequent cooperation:

- Training by other members and joint awareness-raising (PDWD and members of the EFOI office) will be carried out in 2020-2021 for women as well as those women in the most remote areas.

### **Capacity for adaptation**

Good practices will reach other groups in rural and crafts fields; the Ministry of Labour is currently creating data on the rural and crafts business sectors.

Having attended the subregional forum on the transition of the informal economy in Togo (October 2019), the good practices of these countries (Côte d'Ivoire, Burkina Faso, Tunisia, Togo, Algeria, Mauritania) will provide us with avenues for various actions in the rural economy in Madagascar.

In relation to the actions of these countries, the guidance will be applied according to the context.

### **Results**

Expected results: after the partnership process between the two entities, the following is anticipated:

- A reinforced partnership between the Ministry of Labour and EFOI
- More than half of the informal activities identified will become formal
- More than half of the workers identified will benefit from social advancement
- Rural and crafts business sectors categorized
- Good practices of other countries applied

## **Funding**

The PDWD's internal operational budget, more specifically the general budget of the Ministry of Labour

## **Contact details**

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## **Materials**

Training manuals on simplified accounting, simplified business plans, simplified fundamental principles at work

## Amadou Dia, Mauritania

**Title of good practice:** Feasibility study on the G5 Sahel Trans-Saharan railway project

**Countries involved:** G5 Sahel: Burkina Faso, Chad, Mali, Mauritania, Niger

### Objectives

- Guarantee development and security conditions in Member States,
- Offer a strategic implementation strategy that allows the living conditions of communities to be improved, combined development and security, supported by democracy and good governance in a framework of mutually beneficial regional and international cooperation and promoting integrated and sustainable regional development.

### Cooperation between institutions and countries to meet objectives

G5 Sahel was created on 16 February 2014 in Nouakchott, in the Islamic Republic of Mauritania which hosts its headquarters (Permanent Secretariat) and its agreement was adopted on 19 December 2014. It has five member states: Burkina Faso, Mali, Mauritania, Niger and Chad. Concerning the rail infrastructure issues, G5 Sahel relies on the following institutional system:

- The G5 Sahel committee of ministers responsible for rail infrastructures;
- The steering committee made up of experts from member states;
- The secretariat of the two organs is provided by the G5S Permanent Secretariat whose headquarters is in Nouakchott, Mauritania.

Several technical and financial partners like the Arab Bank for Economic Development in Africa (BADEA), the World Bank, or the African Development Bank (AfDB), bilateral cooperation with the European Union (EU), Japan, China, etc.

### Effectiveness of the methodological approach

G5 Sahel strategic implementation approaches are summarized as follows:

- *Regional approach:* all actions have a regional focus
- *Faire-faire:* G5 Sahel uses the skills and services of various participants for the implementation of its programmes and projects
- *Priorities granted to border areas:* landlocked areas that are difficult to access with low human population density, located between at least two member states
- *Complementarity and subsidiarity:* G5 Sahel complements the action of states and contributes, regionally, to the implementation of programmes and projects in the member states concerned.



## **Innovation**

G5 Sahel is a development organization, whose originality lies in the coupling, with upstream thinking and grassroots action, defence and security with integrated sustainable development. G5 Sahel has a G5 Sahel Development and Security Strategy (SDD) based around four strategic areas of action:

- Defence & Security,
- Governance,
- Infrastructure
- Human resilience and development.

## **Sustainability**

The G5 Sahel heads of state agreed to give the main priority to regional solidarity through the choice of integration projects for the five countries or regional projects. During the regular summit on 20 November 2015 in N'Djamena, they decided to improve routes through the construction of a railway line linking Mauritania, Mali, Burkina Faso, Niger and Chad.

In order to make this decision operational, the ministers responsible for railway infrastructures (Niamey, June 2016) created a steering committee with two (02) experts from each country responsible for the implementation of a road map. Why the railway line? Because, for decades, roads have been preferred in the African continent to the detriment of rail and the road networks that exist are largely unable to meet needs and are not correctly maintained.

Furthermore, the railway will allow easier transport of heavy goods through containerization, such as petroleum and fishery products, coal, ores, etc. For long-distance and mass transport, the train is far more competitive than roads in terms of production cost (particularly in countries without dense road networks)

## **Capacity for adaptation**

The five countries that makeup G5 Sahel cover an area of 5,096,328 km<sup>2</sup> ( $\geq 1/5$  of the African continent), thus it is necessary to strengthen their transport infrastructure and link the five countries in a more dynamic way, an indispensable condition to consider the development of their potential.

Giving priority to regional solidarity through the choice of integration projects or regional projects is, in my opinion, a fundamental asset for the adaptability of a good practice in South-South cooperation in any context and region of the world.

## **Results**

- The G5 Sahel railway will boost trade exchanges between the countries.

- It will particularly allow landlocked countries to be supplied with various products from Europe and the Mauritanian coast (fish) and in return, the other types of fruit, agricultural and animal products of countries without coastlines can be transported to Mauritania and on to North Africa.
- It will allow the promotion of cross-border trade from the Mauritanian seafront to the centre of the continent.
- The terminals linked to other local and security services related to the use of the line will promote mixing of cultures, provide a vehicle of integration and will generate income and secure communities (particularly in border areas and those with low human population density).

### **Funding**

At the 5<sup>th</sup> ordinary session of the conference of G5 Sahel heads of state held on 5 February 2019 in Ouagadougou, the heads of state instructed the Permanent Secretariat to carry out the feasibility study for the railway project from its own funds (which it did) through a Priority Investment Programme (PIP), which is the implementation strategy of G5 Sahel's Development and Security Strategy (DSS) and is based around the following areas of action: Defence & Security, Governance, Infrastructures and Resilience & human development.

### **Contact details**

Dia Amadou: Steering committee member for the project to construct the G5 Sahel railway

Head of the sea and river infrastructures at the Transport Infrastructures Department at the Ministry of Equipment and Transport/Mauritania

Mikaïlou Sidibe: Infrastructure Expert at the G5 Sahel Permanent Secretariat in Nouakchott/Mauritania

### **Materials**

Visit the website for any other information: [www.g5sahel.org](http://www.g5sahel.org)

## Juan Francisco Sanchez Arroyo, Mexico

**Institution:** Cámara Nacional de las Industrias Azucarera y Alcohólica (National Chamber of the Sugar and Alcohol Industry – CNIAA).

**Title of good practice:** Corporate Social Responsibility in supply chains with an emphasis on labour migration and fair recruitment.

**Countries involved:** Mexico – Guatemala.

### **Objective(s)**

The workshops aim to raise awareness among employers, pool efforts and share experiences to improve the conditions under which migrant workers are recruited in the two countries.

### **Cooperation between institutions and countries to achieve objectives**

The parties involved in the workshops are employers' representatives from both countries and intermediaries. These interact through participatory dynamics, sharing experiences in an open dialogue on the topics brought up during the discussions. The ILO participates as a moderator.

Topics are related to cooperation between Mexico and Guatemala.

### **Effectiveness of the methodological approach**

A method of open, topic-based dialogue was employed which proved very productive since many topics and experiences were shared that provoked discussion and proposals from a different perspective, and there were proposals for ways in which the problems posed could be solved.

### **Innovation**

The participation of the ILO as moderator and convenor, since the national organizations do not have this leadership or power to call together different industries.

### **Sustainability**

It is sustainable because it only requires a call for participants and the active participation of these. The practice can last over time, becoming forums that can be repeated over the year to generate partnerships between the participants.

## Capacity for adaptation

This kind of meeting and alliance between sectors of industry and employers' organizations are very adaptable, since they can specialize depending on the needs of participants and the problems and changes happening at the national or international level.

## Results

As a result of these workshops and the experience of the Chamber, apart from the knowledge shared on responsible recruitment, we also maintain contact with various participants with whom we have held various workshops on different issues at the national level.

## Contact details

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Randall Arias [ariasr@ilo.org](mailto:ariasr@ilo.org)

## Funding

Funding is provided by the workshop host.

## Materials and photos



## Asmat Ullah, Pakistan

**Title of the good practice:** Project SUCCESS

**Countries Involved:** Pakistan, Tajikistan, India

### **Objective(s)**

The European Union funded Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme intends to enable the Government of Sindh to support and sustain Community Driven Development (CDD) initiatives throughout the province, through the provincial budget, based on a dedicated and costed policy in partnership with community institutions fostered by Rural Support Programmes (RSPs). The specific objective is to stimulate local CDD initiatives to reduce poverty in eight poor rural districts of Sindh, paying particular attention to empowering women. SUCCESS also aims at wider dissemination of the lessons learned through undertaking evidence-based advocacy with stakeholders, and in the media, to scale up successful development approaches, as well as fostering Regional Cooperation for South to South (S2S) CDD learning.

### **Cooperation between institutions and countries to achieve the objectives**

**Institutions:** Institutions of the people fostered under SUCCESS Programme such as Community Organisations, Village Organisations and Local Support Organisations are directly taking part in the planning and implementation of various interventions such as Income Generating Grants (IGGs), Community Investment Funds (CIFs), Micro Health Insurance (MHI), Technical and Vocational Skills Training (TVST) and Community Physical Infrastructures (CPIs)

**Implementing Agencies:** National Rural Support Programme, Thar Rural Development Programme, Sindh Rural Support Organisation, Rural Support Programmes Network and EY are directly supporting the community institutions and Government of Sindh to adopt and establish community-driven development and poverty reduction policy in the province to help rural communities out of poverty and empower marginalised segments of the province particularly women.

**Development Partners:** European Union, Aga Khan Foundation/Mountain Societies Development Support Programme (AKF/MSDSP) Tajikistan.

These all organisations including community institutions, implementing agencies, and development partners interact through sharing of resources, exposure visits, technical expertise

and knowledge on best practices about rural development, poverty reduction, and women empowerment.

### **Effectiveness of the methodological approach**

The SUCCESS Programme builds on the demonstrated successful indigenous three-tier social mobilisation approach to CDD developed by the RSPs in Pakistan. This approach is built upon the conceptual framework developed by Dr Akhtar Hameed Khan in 1950s and 60s in the world-famous Comilla Project in Bangladesh, which was refined in the Daudzai Project in Pakistan by Mr Shoaib Sultan Khan in the early 1970s. The framework was further developed and scaled up by the Aga Khan Rural Support Programme (AKRSP) under Mr Shoaib Sultan Khan's 12 years of leadership. Later on, this continues to inspire and lead the social mobilisation movement in India, Tajikistan, Afghanistan and several other parts of the developing world.

The SUCCESS Programme is based on the tried and tested methodology of social mobilization that has touched the lives of millions of people in other countries of South and Central Asia. Increasingly, the RSPs approach to social mobilisation, which entails the clustering of small community organisations, reliance on community activists and the fostering of strong links with governments, has expanded across the South and Central Asia Region. Through the aegis of the Aga Khan Foundation, lessons from AKRSP in Gilgit were taken to Tajikistan in the 1990s, to be espoused by the Mountain Societies Development Support Programme (MSDSP). In 1994, under UNDP's South Asia Poverty Alleviation Programmes (SAPAP), the RSP pioneer and now Chairman of RSPN, Shoaib Sultan Khan worked with the UNDP to set up pilots in the region to replicate the RSP approach. In Afghanistan, the National Solidarity Programme (NSP) was built on the principles espoused by Akhtar Hameed Khan and the AKRSP in northern Pakistan.

### **Innovation**

Following elements which made it interesting for other national contexts: (1) Participatory Approach (2) Organisation (3) Savings (4) Synergies with local governments (5) community-driven (6) simple and shared (7) context-specific (8) Ownership (9) cost-effective (10) evidence-based

### **Sustainability**

The following elements made the good practice to be sustainable: 1. Organisation: Organisation of households into community institutions, 2. disbursement of millions of money to the Community Investment Funds and 3. the participation of marginalised and poor populations in development planning will make the good practice to be sustainable. As soon can see from other countries including India, Bangladesh, and Pakistan's experiences of poverty reduction through community-driven development approach, this can last as long as households remain organised,

conduct regular meetings, maintain Community Investment Funds as revolving funds, start savings, develop village development plans and resources mobilisation plans, involve all members in decision-making process, and create robust linkages with local government and line departments for better services delivery.

### **Capacity for adaptation**

As these good practices of social mobilisation and community-driven development started back in 1950's in Bangladesh which produced remarkable results which later on become stepping stone for start of poverty reduction and rural development programmes in Pakistan, Tajikistan and India. The following conditions must be met to ensure its adaptation to other countries. These include (1) the community is ready to harness its innate potential through organisation into community institutions (2) development process, resources and decision making authority directly managed by the community at grassroots (3) the community plans and builds the project and takes responsibility for monitoring its progress (4) the community is willing to start savings and form community investment funds.

### **Results**

Based on the objectives of SUCCESS Programme following are main results:

- Enable the Government of Sindh from 2018 to support and sustain community-driven local development initiatives throughout the province, through the provincial budget, based on a dedicated and costed policy in partnership with Community Institutions.
- Stimulate community-driven local development initiatives to reduce poverty in eight poor rural districts in Sindh, paying particular attention to empowering women
- Approximately 770,000 rural households in 8 districts mobilized and capacitated through community organizations of which at least 70% will continue to function effectively at the end of the programme.
- An average sustainable increase of poor household incomes by 30%
- Increased economic and social services and community benefits from upgraded community infrastructures and productive assets operated and maintained with community involvement

### **Funding**

European Union

### **Contact details**

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## Harouna Thiam, Senegal

**Title of Good practice:** Project to integrate vocational and technical training graduates (ISFP programme)

**Country:** Senegal, Mali, Luxembourg

### **Objectives**

This initiative relates to sharing experiences in vocational training in Senegal with vocational training stakeholders in Mali during the Bamako roundtable on the professionalization of centres through youth integration methods for vocational training organized by ISFP Mali. This initiative, which allowed Malian stakeholders responsible for training and integration to be inspired by our experience over several years with the ILO through the ISFP project, will launch the fourth stage of the programme with the Ministry of Employment, Vocational Training and Crafts (MEFPA).

### **Cooperation between institutions and countries to meet objectives**

The institutions and partners involved in implementation are mainly Malian and Senegalese ministries responsible for vocational and technical training and employment through their branches and departments. In addition, we also have our partnerships such as cooperation with Luxembourg through its executive agency Lux-development as well as the ILO ISFP project in Mali and Senegal. The institutions in the two South countries have firstly interacted through benchmarking by the Mali authorities responsible for vocational training with the ISFP Mali and Senegal team. Then the organization of the roundtable on the professionalization of vocational training establishments in Bamako where I was invited to share the Senegalese experience on this matter.

### **Effectiveness of the methodological approach**

The methodological approach used was very efficient insofar as it was widely adopted. It consisted firstly of sharing documentation on the results obtained in Senegal. We then prepared presentations for a broad audience made up of the authorities responsible for training and employment, the heads of training establishments of technical and financial partners. The authorities presented the priorities for the Malian training and employment system; the ILO and United Nations Industrial Development Organization (UNIDO) presented the focal areas for support and I presented the Senegalese experience as part of integration support through the system set up at training centres and technical colleges.



## **Innovation**

In Senegal, we set up an effective system in vocational and technical training institutes dealing with the integration of trainees and graduates through a circular from the minister of vocation training. We called this scheme the Integration Support Cell (ISC). This scheme has several members (administrative and educational team, companies, local authorities and technical and financial partners) depending on the institute; it is headed by a coordinator. This scheme has specifications drawn up in a participatory and inclusive manner, which determines its missions, composition and operation.

## **Sustainability**

In Bamako, we shared the scheme set in place by the Senegalese authorities to deal with concerns related to training as well as the integration of graduates and trainees from the public sector system. We focused on an institute which successfully set up the scheme: the Matam vocational training centre in the north of Senegal. This experience allowed Malian training stakeholders to adopt its implementation and thus far we are in receipt of information on the results obtained from this implementation.

## **Capacity for adaptation**

Currently in the Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union (WAEMU), the authorities responsible for training in member countries are in the process of harmonizing their respective practices. This harmonization promotes good practices between member countries in the areas mentioned above. The training and integration experiment we have set up over the past ten years with agencies from the United Nations system (ILO, UNIDO and UNDP) is highly adaptable in all ECOWAS and WAEMU member countries, such as Mali, Guinea and Mauritania where I had the opportunity to share Senegal's experience.

## **Results**

- Adoption of the Senegalese experience by Malian training and employment stakeholders
- Successful implementation of integration support cells in the Malian training scheme

## **Funding**

The funds invested in the implementation of this good practice come from the ILO's Insertion des Sortants de la Formation Professionnelle (ISFP) in Mali, a project set up as part of the second Luxembourg cooperation programme (PIC II)

## **Contact details**

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Djibril Coulibaly IDEA1/UNIDO coordinator: [pdersl@gmail.com](mailto:pdersl@gmail.com)

## **Materials**

Ethnic files, presentations, PowerPoints, physical documentation among others.

## **Palesa Mahlatji, South Africa**

**Title of Good Practice:** Providing Real Innovative Youth Opportunities.

**Countries:** South Africa, Kenya, Zimbabwe and Botswana.

### **Objective(s)**

To transform unemployable youth to skilled, entrepreneurial driven startups to move from informal to formal scalable businesses as to break the cycle of poverty in rural areas. The Start-Up-to-Scale up empowers start-up companies who cannot afford office space the convenience of a portable stand that transform any location into an instant business on the go we are a catalyst for informal businesses to start up their businesses by assisting them with training, resources and semi-small scale funding. We do this because we believe that entrepreneurs are the best way to improve our economy, create jobs and fight unemployment.

### **Cooperation between institutions and countries to achieve the objectives**

We were awarded an Opportunity by the Mandela Washington Fellowship to scale or integrate our solution not just in South Africa but Kenya where we collaborated with an Institution called M-Lesson and worked with 3 schools and an non-profit organization called garden of hope. We were selected by the African Union To showcase our innovation in Botswana where we received orders from Namibia, Zimbabwe, Senegal and Libya. And have been working with the Gratitude network which is a U.S based company that selects high growth startup companies and helps them to scale and will be traveling to France for the Social Inclusive Bootcamp that helps African start-up companies to be investor ready. This corporation has ensured that we continue collaborating with other African countries and ensuring that the project is sustainable and scalable

### **Effectiveness of the methodological approach**

Participatory we start by empowering teachers to integrate Information and Communication Technology (ICT) within the education system using our solar lab in a bag. We do this by offering in-school and unemployed youth skills in IT: End-user computing, Coding and programming Augmented/virtual reality, Job preparedness and entrepreneurship After obtaining the skills we use a Peer-to-peer to provide start-up companies who cannot afford office space the convenience of a portable stand, introducing them to entrepreneurs who are already trading so that they can learn the best practices that have worked for them for three months this has created a collaborative network amongst start-up companies

### **Innovation**

- Portable stands- targeted at startup informal traders/entrepreneurs The Start-Up-Scale-Up

(SUSU) is an innovative process that empowers youth start-up companies who cannot afford office space the convenience of a portable-storage-stand that transform any location into an instant pop-up business. Which is relevant to many African countries as they have over 60% of informal traders and most of them struggle to start up their businesses.

- Solar lab cases- individualized product that features a solar charging power-bank, Augmented Reality/Virtual Reality (AR/VR) goggles.
- To make education inclusive to underserved schools and communities by focusing on vulnerable groups such as in school and out of school youth, the girl child and children living with disabilities predominantly living in rural, township/slum areas and refugee camps with the ultimate goal to make young people employable by empowering them with the tools and resources that they need to be creators of employment and compete within the job market as to create a social economy in Africa that is free from unemployment.

### **Sustainability**

Our beneficiaries and customers are two separate groups our beneficiaries are underserved schools, Students out of school youth predominantly living in rural and township/slum areas who normally do not have the means to pay for products or services. And our customers are- our primary customers include private schools, government agencies, and corporate companies. We market to them through business to business marketing offering them a buy two and one is donated strategy which normally aligns with their corporate social investment strategy. Mass market- our secondary customers include teachers, youth, parents and youth start-up entrepreneurs. We offer our products business to customers at a discounted rate for massive/group training. And we also offer them an opportunity to rent our products or subscribe and pay in monthly instalments.

### **Capacity for adaptation**

By scaling and integrating our solution not just in South Africa but Kenya, Zimbabwe and Botswana we have learnt that the best practices are through collaboration especially government and NPO's as to ensure compliance with the law and seamless integration as they have the database and networks of businesses and youth that can benefit from our innovation and solutions this has allowed an easy adaptation of the solution in other context and countries.

### **Results**

To date we have trained approximately 10140 teachers and students and impacted a total of 1883 students, 150 of the students have received Learnership opportunities to further their careers, 15 are currently employed and 9 have established their own businesses. Our first-class of 33 students that started with us in 2015 is now doing grade 12 and will leave high school with an accredited certificate in IT: End User computing National Quality Framework (NQF) Level 3. We have helped 7 entrepreneurs to Start up-scale up their businesses by helping them to receive training and set up their own businesses through the portable solar storage on the go to start their businesses and receive semi-scale funding and be investor ready.

## Funding

We have aimed to be as self-sustainable as possible by selling our solution to government, corporates and private schools and parents

Year	Revenue	External Funders
2017	R 197 986	GovTech
		Spark/Ygap
		GIBS
		Engen P&P
2018	R 595 000	SAB Foundation
		GAP Innovation Hub
2019	Year end (MARCH)	Services SETA

## Contact details

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## Materials and photo

<http://www.melenial.com/2018/11/12/digitally-empowering-the-youth-palesa-mahlatji/>

<https://www.pressreader.com/south-africa/daily-dispatch/20181211/281762745341601>

[https://youtu.be/CfxV\\_aM0p8M](https://youtu.be/CfxV_aM0p8M)



## Eyawélé Atta, Togo

**Title of good practice:** Set up of a mechanism to track learners in the agricultural and rural vocational training system in Togo.

**Countries involved:** Togo, Senegal, Germany.

### Objectives

Assess the quality of professional integration, the quality of training and the suitability of training to graduate jobs and developing cooperation with graduates.

### Cooperation between institutions and countries to meet objectives

- Agricultural vocational training centres and establishments to improve pedagogical organization and ensure the monitoring of their learners and graduates,
- Ministry of Agriculture, training quality
- Ministry responsible for vocational training to improve the quality of training
- permanent Technical Secretariat of the educational sectoral plan to improve the relevance of the educational system
- National Employment Agency which, through the Management of the Employment Observatory, carried out the operationalization of the system and integration support
- German cooperation (GIZ) through its Vocational Training and youth employment training programme provides financial support

### Effectiveness of the methodological approach

The tracing approach adopted by Togo is a mixed participatory (micro and macro) approach. The micro-level relates to the training centre which is responsible for independently monitoring and measuring the impact of its actions in the training field. The macro-level relates to the national level with the centralization and compilation of data by the management of the Employment Observatory of the National Agency for Employment to analyse and make decisions.

### Innovation

Generally in Africa, there is no mechanism to follow up graduates from the traditional educational system and particularly agricultural and rural vocational training which remain decisive to support and increase agricultural productivity, which constitutes the bedrock of the Togolese economy. In this way, the challenges related to poverty, which turns out to be essentially rural, can be dealt with.

## **Sustainability**

The political will to improve continually the quality and relevance of training. The place of agriculture and agricultural vocational training in the training framework in Togo. Demand for agricultural training is constantly growing. The culture of assessing training with the support of the International Partnership for Education. The setup of an Employment Observatory which progressively provides an information system about the labour market through studies and analyses on the deciding factors in the supply and demand of work.

## **Capacity for adaptation**

- Harmonize content, pathways and training certificates
- Existence of partnership agreements between countries and relevant technical and financial partners
- Good ITC education

## **Results**

- Design, training of stakeholders and installation of software in agricultural vocational training centres
- Tracking tools have been studied, harmonized and set up in three French-speaking countries: Togo, Benin and Burkina Faso following a regional workshop in Togo with the financial support of the German Agency for International Cooperation (GIZ)
- This scheme is currently being studied by (West African Economic and Monetary Union) WAEMU for the pooling of vocational training and employment training resources as part of the Platform of Expertise in Vocational Training (PEFOP) by the United Nations Educational, Scientific and Cultural Organization (UNESCO) in Dakar

## **Funds**

German Agency for International Cooperation (GIZ) through its vocational training and youth employment training programme

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## Materials

Data collection questionnaires Software

The project is still at the pilot stage and will be adapted before being scaled up.

## Photo

Below is a photo of the software





## Kumbirai Blessing Nyamwena, Zimbabwe

**Title of good practice:** Case Of The Brazil's More Food For Africa Programme

**Countries:** Zimbabwe and Brazil

### **Objective(s)**

As part of Brazil and Zimbabwe's South-South Cooperation the two governments signed a memorandum of understanding (MOU) to cooperate in the area of agriculture through support in farm mechanisation and irrigation development (modernisation of farms). The co-operation was implemented under the Brazil's More Food for Africa Programme. This was after the realisation that after the Land Reform Programme, Zimbabwean farms, which are almost similar to Brazilian farms, was lagging behind in terms of mechanisation and this was affecting agricultural production and productivity. Farmers are also being trained pests and pesticide management and other good agricultural practices mainly in maize (the country's staple food), cotton and sugar cane. Recently the two countries have started cooperating in research and production of beef.

The Government of Brazil has introduced the More Food for Africa as its major co-operating programme in Zimbabwe where farmers are accessing farm machinery and irrigation equipment under flexible loan facilities with very favourable repayment plans. The main reason being to increase agricultural production and productivity, food availability and farmer incomes. This is in line with the United Nations' Sustainable Development Goals of ending poverty and hunger. The programme is focussing on smallholder farmers who are resource-poor and in communal areas (A1 and small scale commercial farmers). This is in line the Government of Brazil policy thrust of capacitating Family Farms.

### **Cooperation between institutions and countries to achieve the objectives**

Brazil's More Food for Africa programme has been introduced in Africa, in Ghana, Kenya, Mozambique Senegal and Zimbabwe and as part of South to South Cooperation. The main policy thrust of the Brazil's More Food for Africa Programme is at the centre of Brazil's policy to capacitate resource-poor farmers with agricultural machinery, equipment and better farming technologies. Africa has similar challenges with Brazil especially in terms of agricultural production, food availability and poverty. The main focus of the Brazil More Food for Africa Programme is to avail farm machinery and irrigation equipment to smallholder farmers through concessionary loan facilities with flexible repayments plans with the aim of increasing food availability and farm incomes. Family farms have been a success story in Brazil.

Government ministries and departments responsible for agriculture, rural resettlement, water, climate, environment, youth, women, transport and energy are participating in the programme. In addition to the government departments support for the programme is coming from the private sector (commercial banks [Agribank and IDBZ] and input suppliers) farmer organisations (co-ordination of the farmers) and the academia (universities and agricultural colleges who are carrying out research in farms and giving advice to the farmers). The local leadership is also greatly involved in the implementation of the programme.

The programme has received support from the Food and Agriculture Organisation of the United Nations (FAO) and the International Fund for Agriculture Development (IFAD). An information-sharing platform has been set up where all stakeholders share lessons learnt.

### **Effectiveness of the methodological approach**

The More Food for Africa Programme aims to increase agricultural production and productivity through farm mechanisation and modernisation of farm operations in the smallholder farming sector of less than six (6) hectares per household. The programme targets at increasing agricultural production focussing on the main cereal (maize). Historically the smallholder farmers have dominated in maize production hence the targeting of smallholder farmers. The number of smallholder farmers has also increased (about 1 600 000 households) following the Land Reform Programme.

Before the programme was implemented in the farming communities some baseline surveys were carried out where issues of the soil types, water availability, issues to do with market access and strength of the irrigation management committee (group dynamics were analysed). The farmers and the entire community's preparedness to benefit from the machinery and equipment were assessed. The process was participatory and information was also gathered from the community leadership (opinion leaders). Where the programme is being implemented food availability and incomes have increased at both the household (family) and community level. This can be attributed to the trainings received by the farmers at the onset of the programme, credit lines, timeous availability of farm inputs and political buy-in from the local leadership.

### **Innovation**

The project sites or schemes that benefited from the farm machinery and irrigation equipment under the Brazil More Food for Africa Programme were grouped into co-operatives or cluster of small-scale farmers with less than six (6) hectares of arable land. The co-operatives received irrigation equipment (with some receiving hose reels and others centre pivots and this depended on the terrain of farming community) and between one to three tractors (with some implements such as disc harrow, disc ploughs, boom sprayers, vicon spreaders and planters).

When these farming co-operatives had finished working on their land they could hire out their tractors and machinery and the funds generated would be channeled towards repair and maintenance of the machinery and equipment and servicing loans from the commercial banks. Each member of the co-operative contributed USD100 as a joining fee. The activities of the co-operatives were co-ordinated by an Irrigation Scheme Management Committee (IMC) made up of approximately seven members that followed a constitution made and agreed by all farmers under the co-operatives. Terms of Reference of each committee are clearly highlighted and spelt in the constitution. The cooperative members (farmers) agree to see that their farming activities are a success and the Brazilian Loan facility is serviced (repaid) so that more funding can be unlocked to fund other farmers and other government programmes.

Officials from the Government of Zimbabwe (Ministry of Lands, Agriculture, Water, Climate and Rural Resettlement) monitors the usage of the machinery and equipment and collection of fees charged for hiring out the machinery and equipment. Funds are collected for onward submission to a commercial bank managing the loan facility from Brazil. The funds collected are remitted as follows 75% goes back to the Brazilian Government, 10% to repairs and maintenance, and 14% to tractor drivers and machinery operators.

### **Sustainability**

The More Food for Africa Programme is contributing to the attainment of targets of increasing functional area under irrigation from 150 000 to 220 000 hectares. The Programme brings an opportunity of increasing farm machinery and area under irrigation in the Country and increasing efficiency in the farm operations.

The Government has highly trained personnel who are advising our farmers on best practices to handle the machinery and equipment. With support from Government, development partners and the private sector in the form of seeds, fertilisers, farm machinery and equipment and extension services, progressive improvements in crop yields in the various farming sectors sustainability is being achieved. Government officers have been trained by experts from Brazil on the operation of machinery and equipment. Local companies have also been capacitated in assembling and servicing the equipment and machinery. Jobs have been created in the sector with some selling spare parts for the farming communities.

Achievement of Food Security and Nutrition goals requires farmers to work hand in hand with value chain actors. In this regard, the private sector for working with farmers to increase agricultural production and productivity. The dryland communities surrounding the irrigation schemes are benefiting from the agricultural training (extension services) and market linkages being created

## **Capacity for adaptation**

The More Food for Africa Programme brings an opportunity of increasing farm machinery (mechanised agriculture) and area under irrigation in the Country. The issue of farming as co-operatives where farmers can source funds (loans) as groups and share infrastructure, equipment and machinery, can be replicated across the country. These technological developments are key to increase agricultural production and productivity. The new technologies always come with other costs such as the adoption of the new technologies which can be through training of agriculture extension personnel.

With the support from Government, development partners, academia and the private sector in the form of seeds, fertilisers, farm machinery and equipment and extension services, progressive improvements in crop yields in the various farming sectors are being achieved. Awareness must continue to be raised to the farming communities on the importance of the programme and this can be achieved through sensitisation of the local (traditional) leadership who are the gatekeepers of the communities. The good stories and best practices have to be shared through information sharing platforms or exchange programmes across the region to be replicated.

## **Results**

The More Food for Africa Programme was created by the Brazilian Government to support projects of agrarian development and increase production and productivity in family farms in Africa. Food availability has increased at the household and community level. In some communities, some of the farmers have ventured into value addition of their produce with some now practising market-led agricultural production. The communities are now more resilient to shocks and stresses that were being caused by climate change and they are now practising smart agriculture. Previous marginal areas and lands that were not suitable for agriculture have now been opened for agricultural production due to the availability of farm machinery and irrigation equipment and infrastructure.

In Zimbabwe, this programme has capacitated farmers who benefited from the Land and Agrarian Reform. Farmers have also been capacitated in the negotiation of prices and on the issues of safety and health. Wages of farmworkers have also been increasing due to the increased production. The Government of Zimbabwe has also been training the communities on issues of gender mainstreaming and HIV/AIDS in the agriculture sector.

The Brazilian Government played a critical role played in capacity building of our agricultural sector. The capacity building is still on-going in terms of pests and disease management following incursions of the Fall Armyworm and the Cotton Mealy Bug. Agricultural Researchers and farmers have been receiving training on pests and pesticide management from the Brazilian Government.

The economy of Zimbabwe is very much agro-based and the Government continues to give priority to the sector through the Farm Mechanisation and Irrigation Development Programmes. The Brazilian Government is complementing Government of Zimbabwe's efforts in achieving food security and nutrition goals. Achievement of Food Security and Nutrition goals requires farmers to work hand in hand with other value chain actors. In this regard, the private companies are working with the Government and farmers to increase agricultural production and productivity.

### **Funding**

The Government of Zimbabwe secured a loan facility from the Brazilian Government for acquisition of new agricultural machinery and equipment valued at US\$98 600 000.00. The programme targeted enhancing smallholder (communal) farmers' capacity to produce food (cereal) crops. The facility availed tractors, disc harrows, disc ploughs, planters, fertilizer spreaders, irrigation equipment among others, to farmers nationwide. The Phase I of the project availed equipment valued at US\$38 000 000.00. A total of 146 project sites were identified and benefited from the new equipment and machinery.

### **Contact details**

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## Materials and photos



Launch of the Brazilian More Food Programme International by the Former President of Zimbabwe accompanied by the Brazilian Ambassador



Water pumps at an irrigation scheme in Matebeleland Province



Maize Field day at one of the Beneficiary Schemes





Vegetable (Kale) Production at an Irrigation Scheme



Maize harvest at one of the smallholder farmers



Government at the Launch of the Launch of the More Food for Africa Programme (May 2015)