



International
Labour
Organization



SKILLS ANTICIPATION AND MATCHING

South-South and Triangular Cooperation Good Practices



Good practices written by participants of the e-learning
course on Skills Anticipation and Matching 2020

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Acknowledgements: Snehal Soneji and Olga Strietska-Ilina

Introduction

Skills mismatch is a challenge for policy-makers, taking various forms are different in their causes and consequences and can negatively affect labour market outcomes. Globally, one in four workers are operating below their productive capacity. Typically, higher levels of informality, as well as poor job quality and low levels of educational attainment, are associated with higher education mismatch. Moreover, the skills mismatch is also qualitatively different in developing labour markets compared to high-income country: *underqualification*, rather than *overqualification*, is a much bigger issue in developing countries.

South-South and Triangular Cooperation (SSTC) is a partnership between equals that involves a process of learning or sharing knowledge from effective development initiatives that have been implemented in countries of the Global South. Facing similar challenges, developing countries can support each other in developing new solutions through exchanges of technical knowledge and successful experiences. The e-learning course on Skills Anticipation and Mismatch was organized in 2020 by the International Training Centre of the International Labour Organization (ITC-ILO), with the support of the Partnerships and Field Support Department (PARDEV) of the ILO to utilize SSTC methodologies for peer learning and knowledge sharing on the topic of skills mismatch. This publication is a collection of experiences written by participants of the course, with the objective of disseminating good practices already in place in countries of the Global South.

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Anna Mayorova

Institution: Federal State Budgetary Institution “All-Russian Scientific Research Institute of Labor” of the Ministry of Labor and Social Protection of the Russian Federation

Title of South-South and triangular cooperation (SSTC) good practice: BRICS Labour Research Institutes Network (Report “Youth in the labor market and policies to promote youth employment” 2019)

Countries involved: Brazil, Russia, India, China and South Africa

Objective(s)

The objective of the study (report) is to identify the main characteristics of the BRICS youth as a subject of the labor market; the status, problems and trends of youth employment in the conditions of the modern economy; the analysis of measures of state, regional and corporate policy in the field of youth employment promotion, their effectiveness, as well as the identification of priorities of youth employment policy in the course of breakthrough scientific, technological and socio-economic development of the BRICS countries. The goal of creating the BRICS Labour Research Institutes Network is to implement the results of previous meetings of BRICS Ministers of Labor and employment and to further deepen practical cooperation among BRICS members, especially with regard to common labor and employment issues, as well as to find solutions to many social problems in the process of inclusive growth.

Cooperation between institutions and countries to achieve the objectives

All-Russian Scientific Research Institute of Labor of the Ministry of Labor and Social Protection of the Russian Federation from 2017 have been a part of the network of leading labour institutes of the BRICS countries and conducted systematic research on various aspects of development of social and labour relations in the Russian Federation, including issues of mutual interest to partner countries. Since 2018 the Institute has been paying special attention to the study of the promotion of youth employment, especially to the problems, trends and policies in the field of youth employment promotion. It is worth noting that the ILO is the permanent partner of the Network.

Effectiveness of the methodological approach

The leading Research Institute of the BRICS chairing country (changes every year) acts as the Rotation Director of the BRICS Labour Research Institutes Network. The leading Research Institute is the largest research Institute of the BRICS member countries in the field of labor and employment and it is recommended by each BRICS member state, it invites relevant universities, research institutes and social partners of the country to participate. The main responsibilities of the Network Rotation Director are: to propose an annual research plan or proposals for revision of the research plan; to organize meetings with all member Institutions (at least once a year); to prepare reports to the Ministerial Meeting and to submit a report to the Ministerial Meeting after the Employment Working Group meeting.

Innovation

The key features, trends and problems of development of the modern youth segment of the BRICS labor market are determined based on the analysis of the level and dynamics of a group of statistical indicators. The analysis of state and regional programs and projects (including those implemented with the participation of the ILO) in the field of youth employment promotion is carried out. Problems

of professional start of young specialists in the framework of their potential employment assessment are identified.

Sustainability

Declarations of the BRICS Summits (since 2011) is what makes the cooperation sustainable. What is more, the Declaration signed in 2020 in the framework of Meeting of BRICS Ministers of Labor and Employment highly appreciates the progress and cooperation between the BRICS countries in labor and employment issues, taking into account the pandemic, as well as new challenges in the socio-economic sphere.

Adaptability

This practice can be extended by expanding BRICS members. Network of BRICS Research Institutes of Labour exists on the basis of BRICS cooperation. Based on the consensus research priorities are discussed and may be reviewed and submitted to the employment working group for consideration and adoption.

Results

- A number of meetings and exchanges of information were held within the framework of cooperation of the Institutes.
- Three reports on different topics have been prepared since 2017.
- A new research theme for 2020-2021 was chosen (Support of employment and income in the context of the COVID-19 crisis).

Contact details

<https://www.vcot.info/> - The official website of the Federal State Budgetary Institution «All-Russian Scientific Research Institute of Labor» of the Ministry of Labor and Social Protection of the Russian Federation

Funds

The Network is supported by the Governments of the BRICS countries and by the Ministries of Labor (in Russia by the Ministry of Labor and Social Protection of the Russian Federation)

Materials

<https://caotlider.ru/wp-content/uploads/2020/10/deklaratsiya-ministrov-truda-stran-briks-2020.pdf>

Declaration of the Meeting of BRICS Ministers of Labour and Employment 2020

<https://brics-russia2020.ru/>

Official website of Russia's BRICS Presidency in 2020

Burak Irina

Title of the South-South and Triangular Cooperation (SSTC) Good Practice: Knowledge management and capacity building in Russia - UNDP partnership

Countries involved: Russian Federation, Armenia, Belarus, Cuba, Kirgizia, Moldova, Serbia, Tajikistan, Turkmenistan, Uzbekistan, Laos, Serbia

Objective(s)

The project supports the transfer of the Russian knowledge and experience to achieve sustainable and scalable development results in partner countries. Sharing knowledge and experience is an important part of international efforts to achieve sustainable development goals. The Russian experience in a wide range of areas is one of the essential sources of knowledge and practical solutions that can contribute to more effective implementation of development programs in many countries, including in the CIS space. A database of Russian experts for international development was created to facilitate the involvement of Russian experts in development programs around the world as part of the Knowledge Management and Capacity Building in the framework of the Russia-UN Development Program partnership.

Cooperation between institutions to achieve the objectives

Ministry of Foreign Affairs of the Russian Federation, Ministry of Finance of the Russian Federation, Ministry of Economic Development of the Russian Federation, Russian experts, UNPD and different stakeholders from the mentioned above countries.

Effectiveness of the methodological approach

Prompt involvement of Russian experts from the Database for work in UNDP program countries around the world, mainly in the CIS region, in the format:

- Short-term assignments for up to 3 months;
- Mentoring for up to 1 year;
- Consulting by a Russian organization involving several experts for several months.

Innovation

The project aims to promote innovation in the exchange of experience and knowledge between Russia and partner countries. The database is one of the mechanisms to facilitate the transfer of Russian expertise. The project also implements the following programs: provision of Russian expertise for short-term tasks in partner countries with the assistance of UNDP country offices; secondment of Russian government officials; internships for students and volunteer development. That is what makes this project unique.

Sustainability

Its sustainability lies, first of all, in significant results. Moreover long-term partnership between Russia and UNPD work for this good practice sustainability.

Adaptability

From my point of view, the only condition that is sufficient for ensuring adaptation of this practice to other countries and regions is to compose a pool of experts qualification and experience of which can

Burak Irina

match the needs of supported regions. This practice has already been extended to the non-CIS countries, so I can conclude that it is highly adaptive.

Results

The database has 247 registered experts in 17 subject areas and their number is constantly growing. The following results were obtained during the first phase of the project implementation:

- 40 short-term assignments were fulfilled by Russian specialists in Armenia, Belarus, Kyrgyzstan, Moldova, Tajikistan, Turkmenistan, Uzbekistan and Cuba;
- 11 Russian Master's students have completed internships in UNDP country offices in Armenia, Belarus, Kyrgyzstan, Serbia, Tajikistan and the Regional Office for Central Asia;
- Information and technical support was provided for the implementation of partnership activities, including assistance in conducting annual Russia-UNDP consultations, preparing reports and reviews, and organizing knowledge sharing events.

Funds

The project is funded by the Russian Government and implemented in partnership with the Russian Ministry of Foreign Affairs, Ministry of Finance and Ministry of Economic Development.

Contact details and Materials

More information about this project can be found here: <https://expertsfordevelopment.ru>

Photo



Ekaterina Safonova

Institution: Federal State Budgetary Institution «All-Russian Scientific Research Institute of Labour» of the Ministry of Labour and Social Protection of the Russian Federation

Title of South-South and triangular cooperation (SSTC) good practice: Network of BRICS research institutes of labour (development of new forms of employment and entrepreneurship)

Countries involved: BRICS

Objective

The goal of creating a network of BRICS research institutes is to implement the results of previous meetings of BRICS Ministers of Labor and employment and to further deepen practical cooperation among BRICS members, especially with regard to common labor and employment issues, as well as to find solutions to many social problems in the process of inclusive growth.

Purpose of research: identification of intension and features of new forms of employment and entrepreneurship in the conditions of the economy; the analysis of the directions and measures of state policy in the field of decrease in the informal employment and also the support and the stimulation of new forms corresponding to the interests of the worker, employer and government.

Cooperation between institutions and countries to achieve the objectives

The research of new forms of employment and entrepreneurship is defined as priority guideline for 2017 within network of research institutes of BRICS which founding is formalized by the Declaration signed in July, 2017 at the meeting of Ministers of Labour and Employment of BRICS's state members in China. In the frame of the network research institutes of the states of BRICS the All-Russian Scientific Research Institute of Labour of the Ministry of Labour and Social Protection of Russian Federation has been included as the leading institute.

Effectiveness of the methodological approach

The leading Research Institute of the BRICS chairing country (changes every year) acts as the rotation Director of the BRICS Research Network. The leading Research Institute is the largest Research Institute of the BRICS member countries in the field of labor and employment and is recommended by each BRICS member state and invites relevant universities, research institutes and social partners of the country to participate. The main responsibilities of the network rotation Director are: to propose an annual research plan or proposals for revision of the research plan; to organize meetings with all member institutions (at least once a year); to prepare reports to the Ministerial Meeting and to submit a report to the Ministerial meeting after the employment working group meeting.

Innovation

- Systematization of the points of view of domestic authors about categories «non-standard employment», «flexible employment», «new forms of employment», comparative assessment of classifications of new work forms is carried out
- The review of the best practices (the national legislation in the sphere of regulation of new forms of employment and entrepreneurship is given and the directions of its development are defined)
- On the basis of the sociological survey the specific aspects of the attitude of different groups of the population to possible changes in employment, self-employment and entrepreneurship, readiness to change the form of employment are identified

Sustainability

Declarations of the BRICS Summits (since 2011) is what makes cooperation sustainable. What is more, the Declaration signed in 2020 in the framework of Meeting of BRICS Ministers of Labor and Employment highly appreciates the progress and cooperation between the BRICS countries in labor and employment issues, taking into account the pandemic, as well as new challenges in the socio-economic sphere

Adaptability

This practice can be extended by expanding BRICS members. Network of BRICS Research Institutes of Labour exists on the basis of BRICS cooperation. Based on the consensus research priorities are discussed and may be reviewed and submitted to the employment working group for consideration and adoption.

Results

- A number of meetings and exchanges of information were held within the framework of cooperation of the Institutes.
- Three reports on different topics have been prepared since 2017.
- A new research theme for 2020-2021 was chosen (Support of employment and income in the context of the COVID-19 crisis).

As the result of the research next priorities are identified. Priorities for Russia are:

- Solution to a problem of the wrong, contradictory, indistinct classification of employment in the Russian legislation;
- Solution to a problem of self-employed and volunteers state registration as one of the measures for increasing social security and pension provision in old age for this population groups;
- Solution to a problem of imposition of the electronic employment contract for development and legalization of the distant work sphere;
- Forming of state and independent system of the monitoring researches concerning conditions of new non-standard work forms and monitoring of public opinion about work forms and problems of development in the social and labour sphere;
- Development of state measures to support and encourage employers whose personnel policies fully comply with labour legislation.

Contact details

<https://www.vcot.info/>

The official website of the Federal State Budgetary Institution «All-Russian Scientific Research Institute of Labor» of the Ministry of Labor and Social Protection of the Russian Federation

<https://www.ilo.org/global/lang--en/index.htm>

International Labour Organization

The Network is supported by the Governments of the BRICS countries and by the Ministries of Labor (in Russia by the Ministry of Labor and Social Protection of the Russian Federation)

<https://caotlider.ru/wp-content/uploads/2020/10/deklaratsiya-ministrov-truda-stran-briks- - 2020.pdf>

Declaration of the Meeting of BRICS Ministers of Labour and Employment 2020

<https://www.vcot.info/>

Ekaterina Safonova

The official website of the Federal State Budgetary Institution «All-Russian Scientific Research Institute of Labor» of the Ministry of Labor and Social Protection of the Russian Federation

<https://eng.brics-russia2020.ru/calendar/20201105/1107834/BRICS-Working-Group-for-Research-of-Competition-Issues-in-the-Automotive-Markets.html>

Official site of BRICS summit in Russia

Joint reviews are stored by ILO colleagues

Neeru Mehta

Institution: Ambedkar Institute of Technology

Title of South-South & Triangular Cooperation (SSTC) good practice: Education & Employability

Countries Involved: UN, INDIA

Objective(s)

India has a largest youth population in the world. By 2020 the average age of country will be 29. India has also made significant progress in ensuring access to education through its SARVA SHIKSHA ABHIYAN (Education for All) program, & the implementation of right of children to free & compulsory education (RTE Act). Integration of the economic, social and environmental dimensions of sustainable development in a balanced manner. Strengthening coherence, coordination and monitoring. Provide tertiary technical education in Engineering and Technology, manufacturing, science and arts. Encourage study in technical subjects at tertiary level. Provide opportunity for research and publication of research findings.

Cooperation between institutions and countries to achieve the objectives

UNICEF & UNESCO convene the priority area gap on inclusive quality education & employability. The gap also constitutes FAO, IOM, UNAIDS, UNDP, UNEP, UNFPA, UNIODC. Cooperation includes searching for vulnerable & deprived children adapting international best practice quality education. UNDP set up Career Resource Centers at Delhi Government Institutes with a motive of capacity building of trainers and strengthening employability skills of our students. Train the students on SWOT (Strength, Weakness, Opportunities and Threats) analysis.

Effectiveness of methodological approach

World education forum held in Incheon, Republic of Korea adopted the Declaration on the future of education, a transformative vision for education & lifelong learning opportunities for all.

Innovation

- A learning environment free from academic pressure
- Raising alertness level & reducing absenteeism.
- Education rooted in real world.
- Barefoot college education for the developing world
- Fascinating among Schools.
- Different ways of studying languages.
- Building Competencies and Identifying Transformations

Sustainability

- Policy Integration: National strategies should give consideration to environmental, economic & social concerns in national plans & reports.
- Analysis & Assessments: Integrated assessment tools should be used in national reports.
- Coordination & Institutions: wide range of government development & agencies to be in formulation.
- Enhancing Team Performance
- Transformational Changes and Learning
- Transformation through Structured Education

Neeru Mehta

Adaptability

- Selection of research problem
- Research design & methods
- Sampling
- Data collection & analysis
- Implementation & interface
- Publishing

Results

- Schools have been redesigned
- Curriculum has been redesigned
- Startups has been initiated : Maharashtra > 3730+ , Karnataka > 2900+ , Delhi > 2600+ , Uttar Pradesh > 1600+

Contact details

www.gov.in

Funds

Government of NCT of Delhi provide Merit Scholarship and Merit cum Means Scholarships for meritorious students (Diploma) and for students belonging to ECONOMICALLY WEAKER SECTIONS of the society studying in the Government institutes.

Material and photos

Manual, guidelines, Technical data sheets, posters, images, videos, website & documents



Rafaele Rodrigues Menezes

Institution: Ministry of Foreign Affairs – Brazilian Cooperation Agency

Title of South-South and triangular cooperation (SSTC) good practice: Brazil – Paraguay Technical Cooperation Program.

Countries involved: Brazil, Paraguay

Objective(s)

Develop projects with a focus on agriculture, education, institutional strengthening, professional training, migration, heritage and culture, health and public safety.

Cooperation between institutions and countries to achieve the objectives

Brazil-Paraguay Professional Training Center in Hernandarias. Is a program in partnership with SENAI - national industrial learning service in Brazil, that develops the Dairy Productive Chain in Paraguay. SENAI and his teachers, develop training of technicians for the development of milk production by family farmers in Paraguay.

Effectiveness of the methodological approach

This Technical cooperation was recently renewed. For more informations of effectiveness can be contact in SENAI Parana <https://www.senaipr.org.br/>

Innovation

In this program Develop crop production systems for raw materials for the production of biofuels

Sustainability

Train Paraguayan technicians involved in rural research and extension, in farming and breeding techniques to diversify the production process on a family basis.

Adaptability

For further details and adherence to cooperation, it is recommended to contact SENAI Parana and the Brazilian government.

Results

Unfortunately i don't have further informations on this program.

Contact details

<https://www.senaipr.org.br/>

<http://www.abc.gov.br/Projetos/CooperacaoSulSul/Paraguai>

Raigner Rezende do Nascimento

Title of the South-South and triangular cooperation (SSTC) Good Practice: Memorandum of Understanding between the Government of the Federative Republic of Brazil and the Inter-American Development Bank for the Promotion of Trilateral Technical Cooperation in Latin American and Caribbean Countries

Countries: Brazil and IADB

Objective(s)

Formalize a non-exclusive basis for cooperation, as well as promote cooperation between the parties, in order to implement programs and projects that foster technical cooperation in Latin America and the Caribbean.

Cooperation between institutions and countries to achieve the objectives

The partner is the Inter-American Development Bank. The IADB receives and analyses the proposals, while the responsible government agency in Brazil seeks to formulate and implement technical cooperation projects.

Innovation

An innovative element is the cooperation between Brazil and IADB to enable the exchange of information between the countries of Latin America and the Caribbean, contributing to the development of all.

Sustainability

Cooperation has been taking place since 2012

Adaptability

The aim is to promote the exchange of information between the parties and to carry out consultations in order to identify additional areas in which it is possible to carry out joint cooperation activities. Any exchange of information will be subject to the respective policies of the parties on the availability of information.

Results

The main results are the exchange of information between the countries of Latin America and the Caribbean.

Funds

The agreement does not imply financial commitment between the parties, nor the obligation to finance activities or investments identified as a result of the activities. Any such commitment must be reflected in separate agreements that may be entered into between the parties.

Contact details and materials

<https://concordia.itamaraty.gov.br/detalhamento-acordo/7269?tipoPesquisa=2&TipoAcordo=BL,TL,ML&IdEnvolvido=28>

<http://www.abc.gov.br/CooperacaoTecnica/AcordosVigentes/CGCM>

Victória Evellyn Costa Moraes Sousa

Title of the South-South and triangular cooperation (SSTC) Good Practice: the International Specialization Course in Human Resources Management in Health

Countries: South American and Andean countries

Objective(s)

In each of the countries, a specialization was offered to health human resources policy managers in order to support the development of national capacities for leadership and conduct of human resources health policies, as well as to encourage the formulation of action plans towards a "Decade of Human Resources for Health in the Americas"

Cooperation between institutions and countries to achieve the objectives

Support from the governments of Brazil (Monitoring by interinstitutional actors in the health field:

- International Advisory Services from the Ministry of Health - Aisa/MS
- Secretariat for Labor Management and Health Education - SGTES/MS
- Fundação Oswaldo Cruz Foundation - Fiocruz/MS
- Pan American Health Organization - PAHO/BRA
- Support from the other countries involved, with direct support from PAHO/WHO country offices and from universities and educational institutions, which ensured the replication of the course in their countries

Presence only of "southern" countries with emphasis on their common priorities regarding human resources stamped in regional frameworks.

Effectiveness of the methodological approach

- Initiative that brings together efforts by the southern countries to achieve mutual results, without imposing conditionalities or counterparts;
- Triangulation of an international United Nations body;
- Identification of the demand for the qualification of human resources responsible for health services by PAHO/ Andean and Southern Cone subregions, in consultation with national authorities;
- Proposal of the initiative to support the development of national capacities for the leadership and conduct of human resources in health policies, in addition to promoting the formulation of action plans for the development of human resources in health in the region of the Americas.

Innovation

Adoption of the strategy to qualify human resource managers in the countries, offering courses for their directors, with the objective of supporting the strengthening of the countries' Human Resources Observatories and promoting the exchange of experiences in health education and work policies in the region.

Sustainability

- Selection of participants, according to the strategic positions in the national institutions in which they work: directors, advisers from the Ministries of Health and professors from universities in the

field of human resources in health, in order to create teams of experts and multipliers on the subject in their countries;

- Contribution of the initiative to the Regional Human Resources for Health Goals 2007-2015, with the Andean Human Resources Plan (2008), by strengthening the direction and leadership in the management of policies and development of human resources in health.

Adaptability

- Organization of the course in two stages, which made it possible to adapt its content according to its own needs and national realities, allowing institutionalization in local universities, based on the guidelines of the Ministries of Health of the participating countries;
- Participation of graduates of the course in the Andean region in the process of discussing and revising the proposals for national courses.
- Revision considering the need for adjustments in the sequence of activities and updating of the texts that make up the bibliography used;
- Respect for the realities of the countries participating in the courses.

Results

- Adaptation of the course to the realities of four countries in the Andean region (Chile, Ecuador, Peru and Colombia) of the five participants, within the framework of the objectives mentioned above, some of which are offered on an ongoing basis;
- Implementation of the Andean Observatory for Human Resources - Observa RH Network "Edmundo Granda" in Health;
- Structuring of the Directorate for Strategic Development of Human Resources in Health at the Ministry of Public Health and Social Welfare of Paraguay.

Funds

Resources from PAHO / WHO (Central Office and Representation in Brazil) and Ministry of Health of the countries involved.

Materials

The Cirhus project was considered one of the best initiatives of this cooperation in the Global Development Exhibition on South-South Cooperation in 2009 (GSSD Expo), promoted by the Special Unit for South-South Cooperation of the United Nations Development Program.

Source: SANTOS, Roberta de Freitas; CERQUEIRA, Mateus Rodrigues. South-South Cooperation: Brazilian experiences in South America and Africa. *História, Ciências, Saúde-Manguinhos*, v. 22, n. 1, p. 23-47, 2015. Available at: <https://www.scielo.br/pdf/hcsm/v22n1/0104-5970-hcsm-22-01-00023.pdf>

Yongkui Wang

Title of the South-South and triangular cooperation (SSTC) Good Practice: Public Employment Service System Reconstruction in Vietnam

Countries: Vietnam

Objectives

- To improve and optimize the public employment policy and regulation system;
- To build the public employment service capacity through analysis of labour market ;
- To make evaluation and perfection on public employment service policies and public employment service system;
- To promote employment and decent work , promote the sustainable and inclusive growth of the economy

Effectiveness of the methodological approach

Unite with the project partner in the recipient country to implement the Project. The project partner in the recipient country will provide local support and conveniences in terms of data provision, on-the-spot survey and convening of seminar and provide basic guarantee for smooth implementation of the Project. Project Partner is responsible for providing technical assistance experience and knowledge sharing of the recipient country.

Innovation

- We can share our effective PES System reconstruction CEO model which have concluded from China experience;
- To do well survey in Vietnam on PES to guarantee the project will be implement effectively.

Results

- Policy recommendation report on Vietnam PES reconstruction
- Workshop or Seminar to share the knowledge of PES reconstruction

Funds

Funded by China South-South Cooperation fund

Contact details

Yongkui Wang wangyongkui@calss.net.cn

Materials

We need to develop a practical guidelines on how to reconstruct the PES in Vietnam according to our research theory and Vietnam current situation in public employment service.

Zhiqiang Niu

Title of the South-South and triangular cooperation (SSTC) Good Practice: Doing Responsible Business in Africa

Countries: China

Objectives

Chinese companies investing in Africa are facing challenges in dealing with issues of industrial relations. The initiative helps these companies to build harmonious industrial relations.

Cooperation between institutions and countries to achieve the objectives

The initiative is implemented through cooperation between employers organizations in China and Norway, together with Eos in Uganda, Kenya and Tanzania, namely CEC, NHO, FUE, FKE and ATE.

Effectiveness of the methodological approach

First, field surveys were done by the local Eos to find challenges facing the Chinese companies; Then workshops, seminars and trainings were organized where experts on industrial relations were invited to speak to the participants from Chinese companies; Some Chinese companies joined in the local Eos as a member to receive more support for building harmonious industrial relations.

Innovation

This is an innovative cooperation model with partners from Eos from different countries.

Sustainability

The local Eos were supported to make themselves more competent in serving members particularly Chinese employers in their countries.

Adaptability

This model of international cooperation can be extended to other countries in Asia, Latin America to support the overseas companies. The most important element for the initiative to be effective is finding capable local Eos and business associations to actively participate in the initiative.

Results

The local Chinese companies have more harmonious industrial relations and good relations with the local Eos.

Funds

The funds were from NHO

Contact details

For further information, you can contact the project coordinators in the partnering countries.

Materials

Survey reports from the local countries, investing in East Africa – A Guide on Building Harmonious Industrial Relations, presentations from the experts.