International Labour Organization

Good Practices in BRICS Countries in the World of Work

Good practice 1

Author's name: Azmera Abebe Teshale
Institution: Federal Civil Service Commission (FCSC), Ethiopia
Title of South-South and triangular cooperation (SSTC) good practice: MESOB One- Stop Digital Government Service Centres: Adapting Azerbaijan's ASAN Service Model for Inclusive Public Service Delivery in Ethiopia
Countries involved (please add more that one country): Ethiopia and Azerbaijan

South-South objective	The initiative aims to improve access to public services through a citizen-centered, digitally enabled one- stop service model. Ethiopia sought to address challenges such as fragmented service delivery, lengthy procedures, limited transparency, and barriers to accessing government services. Through South-South cooperation with Azerbaijan, Ethiopia adapted the ASAN Service model to establish MESOB service centers that integrate multiple government institutions under one platform. The initiative supports digital transformation, promotes inclusion, improves efficiency, and strengthens citizens' trust in public institutions.
South-South cooperation between institutions and countries to achieve the objectives	The cooperation involves the Federal Civil Service Commission and other Ethiopian public institutions working with Azerbaijan's State Agency for Public Service and Social Innovations (ASAN Service). Following a Memorandum of Understanding signed in May 2024, Azerbaijani experts provided technical assistance, training, service standards, operational guidance, and experience-sharing. Ethiopian officials conducted study visits to Azerbaijan, while both countries collaborated on adapting the ASAN model to Ethiopia's administrative context. The partnership represents a practical example of South-South knowledge exchange between two developing countries.
Effectiveness of the South- South / peer learning methodological approach	The initiative relied on peer learning, technical exchanges, study visits, expert missions, and joint problem-solving. Ethiopian officials learned directly from Azerbaijani practitioners who had implemented the ASAN model. Training sessions, practical demonstrations, and collaborative planning enabled Ethiopia to adapt proven approaches rather than creating a new system from scratch. The methodology emphasized mutual learning, institutional dialogue, and adaptation to local realities. This participatory process accelerated implementation and strengthened national ownership of the reform.
Innovation	MESOB introduces an integrated digital and physical service delivery model that brings numerous public services together in a single location. The initiative combines digital platforms, standardized procedures, self-service technologies, and customer-focused service delivery. By adapting a successful model from another developing country, Ethiopia demonstrates how innovation can be transferred through South- South cooperation. The approach reduces

	bureaucracy, simplifies citizen interactions with government institutions, and promotes efficient digital governance.
South-South sustainability	Sustainability is supported through institutional ownership, government commitment, staff capacity development, and standardized operating procedures. Knowledge transfer from Azerbaijan helped build local expertise capable of managing and expanding the system. The model is being integrated into Ethiopia's broader digital government transformation agenda, while continued expansion of service centers demonstrates long-term commitment. Training, technology transfer, and ongoing cooperation strengthen the initiative's ability to remain effective over time.
South-South adaptability	The model can be adapted by other developing countries seeking to modernize public services and improve citizen access. Key conditions include political commitment, institutional coordination, investment in digital infrastructure, staff training, and citizen-centered service design. Because the model originated in one developing country and was successfully adapted by another, it offers a practical framework for replication across Africa and other regions. The experience demonstrates how South- South cooperation can accelerate digital government reforms.
South-South result	The MESOB initiative has integrated more than 120 public services during its initial phase and continues expanding through additional service centers. It has strengthened access to government services, improved administrative efficiency, promoted transparency, and enhanced citizen satisfaction. The initiative has also strengthened Ethiopia's digital transformation efforts and established a practical model of South-South cooperation through knowledge transfer, institutional capacity building, and public sector innovation.
Contact details	MESOB Service (Federal Democratic Republic of Ethiopia) Website: MESOB Service Center LinkedIn: MESOB Service LinkedIn X (Twitter): MESOB Service X Account Facebook: MESOB Service Facebook Page Address: MESOB Service Center, Addis Ababa, Ethiopia Contact Center: 9838 ASAN Service (Azerbaijan) Website: ASAN Service Official Website
Funding sources	The initiative is funded primarily through government investment and institutional cooperation between Ethiopia and Azerbaijan. Financial and technical resources were allocated for capacity building, training, technology adaptation, service-center development, and implementation of the one-stop service model. The cooperation focused on

	knowledge sharing, institutional strengthening, and public-sector modernization.
Materials and web-links	• Website: MESOB Service Center • ASAN Service Official Website • Photos of MESOB Service Centers • Public service integration materials • Training and experience-sharing documents • Official launch and cooperation announcements • https://www.youtube.com/watch?v=hcd9Ejc_bZ4 • https://www.youtube.com/watch?v=LmP8qai5g1I

Good practice 2

Author's name: Banchayehu Etana Duguma
Institution: Lowlands Livelihood Resilience Project
Title of South-South and triangular cooperation (SSTC) good practice: From Loss to Leadership: Goro Bokata Women's Livestock Fattening and Resilience Model
Countries involved (please add more that one country): Ethiopia,Kenya

South-South objective	The initiative aimed to strengthen women's economic empowerment, livelihood resilience and productive asset ownership through community-based livestock fattening. It responded to limited income opportunities, vulnerability to drought and livestock losses, and the need to strengthen

	women's capacity to manage sustainable livelihood businesses.
South-South cooperation between institutions and countries to achieve the objectives	District Agriculture, Pastoralist and Land Office, in collaboration with community structures and women beneficiaries.Ethiopia is the country where the good practice was developed and implemented. The experience has potential for South-South knowledge exchange and adaptation in other Sub-Saharan African countries and developing-country contexts facing similar challenges related to women's livelihoods, livestock production, climate shocks and community-based enterprises. The practice was implemented in Ethiopia through collaboration among LLRP-II, Suro Barguda district line departments, community structures and the Goro Bokata CIG.The district line departments provided technical and institutional support, while LLRP provided livelihood financing, training, business-planning support and technical guidance. The women members managed the livestock-fattening enterprise collectively and made decisions concerning leadership, procurement, livestock management and reinvestment.The experience provides an Ethiopian community-based model for knowledge exchange with institutions and women's livelihood groups in other countries facing similar livestock, climate and livelihood challenges.
Effectiveness of the South- South / peer learning methodological approach	The methodology was based on community ownership, learning-by-doing, collective decision-making, adaptive management and continuous technical support. The group received training and developed a business plan before investing in livestock. After suffering significant losses caused by drought, livestock mortality and unfavorable market conditions, members collectively reviewed their performance and identified corrective measures.They reorganized their leadership and procurement arrangements and restarted the business using the remaining capital. The successful second cycle demonstrated the value of peer accountability, adaptive decision-making and practical learning from failure.This experience can support peer learning by demonstrating how community groups can analyze challenges, adjust their business practices and recover from livelihood shocks.
Innovation	The key innovation is the group's ability to transform a severe business setback into an opportunity for institutional and business improvement. Rather than abandoning the livestock enterprise after losing six of the initial 12 bulls and approximately ETB 200,000, the women collectively assessed the causes of failure, changed their leadership and procurement arrangements, and restarted the business. The model combines: • Women's collective entrepreneurship; • Livestock fattening;

	• Adaptive business management; • Leadership accountability; • Reinvestment of profits; and • Conversion of business profits into productive household assets. This demonstrates a practical approach to building women's economic resilience through adaptive community enterprise management.
South-South sustainability	The practice is supported by women's ownership, collective management, reinvestment of business profits and productive asset accumulation. The group demonstrated its capacity to recover from major losses and continue operating through its own collective decision-making. Profits were reinvested in the business and also used to acquire one female goat for each of the 14 members, creating individual productive assets. The group's capital has subsequently grown to approximately ETB 970,000, while nine oxen are currently being fattened. Sustainability can be further strengthened through continued access to livestock markets, animal-health services, drought-risk management, financial management, business training and technical support.
South-South adaptability	The model can be adapted in other communities where livestock production is an important livelihood and women have opportunities to participate in collective enterprises. Adaptation should consider local livestock species, market conditions, climate risks, production systems and cultural practices. The specific livestock-fattening model does not need to be replicated exactly; communities can select locally appropriate livestock and enterprise models. Key conditions include: • Strong and voluntary women's participation; • Access to suitable livestock and grazing/feed resources; • Basic business and livestock-management training; • Access to markets and animal-health services; • Transparent group governance and financial management; • Mechanisms for managing drought and livestock disease risks; and • Appropriate institutional and technical support during the early stages.
South-South result	The Goro Bokata CIG has demonstrated significant recovery and growth despite experiencing serious initial losses. Key results include: • 14 women participating in the CIG; • Initial capital of ETB 349,600; • Initial purchase of 12 bulls; • Six bulls lost during the first year due to drought conditions; • Approximately ETB 200,000 in initial business losses; • Business restarted with approximately ETB 150,000; • Eight bulls purchased during the recovery phase;

	• Animals fattened for approximately 105 days; • Sale generated ETB 211,000, with a reported net profit of ETB 50,000; • One female goat purchased for each of the 14 members; • Nine oxen currently under fattening; • Total group capital increased to approximately ETB 970,000; • Recognized among the top ten best-performing CIGs in the woreda; and • Supported toward upgrading to Micro and Small Enterprise (MSE) status.
Contact details	Project: Lowlands Livelihood Resilience Project II (LLRP-II) Location: Suro Barguda Woreda, West Guji Zone, Oromia Region, Ethiopia Email:-banchayehue03@gmail.com Institutional contact: Suro Barguda Woreda LLRP/concerned line offices
Funding sources	The initial livelihood intervention was supported through the Lowlands Livelihood Resilience Project (LLRP), with financial and technical support provided to establish the livestock-fattening enterprise. The group received approximately ETB 349,600 in initial capital, together with training, business-planning support and technical guidance from the project and relevant woreda line departments. Subsequent business growth was supported primarily through reinvestment of income and profits generated by the group, demonstrating a transition from externally supported start-up capital toward community-managed enterprise development. LLRP-II subsequently provided additional support, including equipment such as a safe box, to support the group's transition toward MSE status and strengthen business management.
Materials and web-links	• CIG establishment and membership records; • Business plan and training records, • Livestock purchase and sales records, • Records of capital growth and profit generation; • Evidence of productive assets acquired by members; • LLRP/LLRP-II livelihood training and business-management materials; and • Documentation related to the group's transition toward MSE status.

Good practice 3

Author's name: A B M Aljaber Hirok
Institution: Smallholder Agricultural Competitiveness (SACP) and SACP-RAINS Project
Title of South-South and triangular cooperation (SSTC) good practice: Click or tap here to enter text Countries involved (please add more that one country): Bangladesh

South-South objective	The initiative aims to strengthen public procurement capacity in developing countries by promoting knowledge sharing, peer learning, and practical exchange of experiences among procurement professionals. It responds to challenges such as limited institutional capacity, inconsistent application of procurement frameworks, weak contract management, and the need for greater transparency and efficiency. Through South-South cooperation, the initiative will facilitate the exchange of good practices in e-GP, sustainable procurement, procurement planning, contract management, and donor-funded procurement, contributing to more effective, accountable, and value-for-money public procurement systems.
South-South cooperation between institutions and countries to achieve the objectives	Bangladesh will serve as a key participant, sharing practical experience in e-GP, public procurement reform, sustainable procurement, and donor-funded procurement. Partner institutions from participating developing countries will contribute their own practices, lessons learned, and institutional approaches. Development partners such as the World Bank, IFAD, ADB, and UN agencies may provide technical knowledge and capacity-building support. Cooperation will take place through peer learning, knowledge exchange, technical discussions, joint capacity-building activities, and sharing of tools and good practices.
Effectiveness of the South- South / peer learning methodological approach	The approach uses practical peer-to-peer learning, experience sharing, and collaborative problem-solving. The process begins with identifying common procurement challenges, followed by structured discussions, sharing of tools and good practices, case-based learning, and joint development of practical solutions. Participants from different countries contribute their institutional experiences and lessons learned, enabling mutual learning rather than one-way knowledge transfer. Interactive workshops, technical sessions, peer reviews, and follow-up exchanges help adapt successful practices to local contexts.
Innovation	The model is flexible, practical, and scalable, allowing participating countries to adapt proven approaches to their own legal, institutional, and technological environments while promoting transparency, efficiency, accountability, and value for money.
South-South sustainability	Sustainability is supported through knowledge sharing, development of reusable tools and guidance, capacity building of procurement professionals, and institutionalization

	of good practices within procurement processes. Regular peer exchanges, communities of practice, and collaboration among participating institutions can maintain knowledge transfer over time.
South-South adaptability	Successful adaptation requires commitment from relevant government institutions, appropriate procurement regulations, digital infrastructure, skilled professionals, and strong institutional ownership. Pilot implementation, stakeholder consultation, knowledge exchange, and continuous monitoring can help identify local requirements and refine the approach. This makes the practice scalable while maintaining its core principles of transparency, efficiency, accountability, and value for money.
South-South result	Key results include improved understanding of e-GP, procurement planning, sustainable procurement, contract management, compliance, and donor-funded procurement practices. Participating institutions and professionals have gained access to practical tools, lessons learned, and adaptable solutions that can be applied in their own contexts.
Contact details	Name: A B M Aljaber Hirok Procurement Specialist SACP-RAINS, DAE, MoA WhatsApp:+01920-705445 Mobile: +8801713288158 e-Mail: aljaberhirok@gmail.com/aljaberhirok@yahoo.com
Funding sources	The initiative is supported through funding from the International Fund for Agricultural Development (IFAD) under the relevant IFAD-supported project in Bangladesh.

Good practice 4

Author's Name: Fentahun Admassu Yayeh
Institution: Regional Cooperatives Commission
Amhara National Regional State, Ethiopia
Title of South-South and Triangular Cooperation (SSTC) Good Practice:
Strengthening Rural Financial Cooperatives through Peer Learning and South-South Knowledge Exchange: The Ethiopian Experience
Countries Involved: Ethiopia, India, Kenya, and Finland (Triangular Partner)

South-South objective	This initiative aims to strengthen rural financial cooperatives in Amhara, Ethiopia to enhance financial inclusion, reduce poverty, and empower rural communities. The challenge addressed is the limited access to formal financial services in rural Ethiopia, where cooperatives lacked adequate governance, accounting, and management capacities. The initiative sought to build institutional capacity through peer learning, exposure visits, and technical exchanges with successful cooperative models in India and Kenya, ultimately improving savings mobilization, credit access, and member

	livelihoods. The objective was to create a sustainable, replicable model for cooperative development that could be adapted across the Global South.
South-South cooperation between institutions and countries to achieve the objectives	The initiative involved the Regional Cooperatives Commission (Amhara, Ethiopia) as the lead implementing agency, the Irish League of Credit Unions (Ireland) providing training-of-trainers support, Skydive Technologies and Consulting (India) facilitating exposure visits to Hyderabad's cooperative models, ACCOSCA (African Confederation of Cooperative Savings and Credit Associations) offering strategic leadership training, and Agriteam Canada providing master facilitation. The Ethiopian Cooperative Agency, regional bureaus, and local cooperative unions participated as beneficiaries. Interaction occurred through structured training programs, exposure visits, joint workshops, and continuous mentorship, creating a multi-directional knowledge flow across Ethiopia, India, Kenya, and Finland. This represented a triangular cooperation model with Southern countries in the driver's seat and Northern partners providing technical support.
Effectiveness of the South- South / peer learning methodological approach	The methodology combined experiential learning, peer-to-peer exchange, and hands-on capacity building. The process began with needs assessments identifying gaps in cooperative governance, accounting, and financial management. Ethiopian cooperative leaders and experts participated in exposure visits to India (Hyderabad) to observe successful rural financial cooperative models. Training-of-trainers programs were conducted, enabling Ethiopian experts to cascade knowledge to grassroots cooperatives. ACCOSCA provided strategic leadership and governance training. The approach was highly participatory: cooperative members, managers, and regulators co-designed action plans, shared experiences in workshops, and engaged in continuous peer review. This horizontal cooperation ensured that solutions were contextually relevant, locally owned, and driven by Southern expertise.
Innovation	The initiative's innovation lies in its multi-layered South-South knowledge exchange model. First, it combined exposure visits to India's mature cooperative sector with localized adaptation in Ethiopia, creating a hybrid model responsive to local realities. Second, it integrated training-of-trainers to ensure sustainability and scalability beyond direct beneficiaries. Third, it established a peer learning network among Ethiopian cooperative leaders, fostering ongoing collaboration and problem-solving. Fourth, it leveraged ACCOSCA's regional platform to share Ethiopian experiences with other African countries. Fifth, it linked financial cooperative development with broader rural financial intermediation programs, creating synergies with government poverty reduction strategies. This holistic, network-based approach makes it adaptable to diverse national contexts

	across the Global South.
South-South sustainability	Sustainability was ensured through several key elements: (1) institutionalization of training programs within the Regional Cooperatives Promotion Authority, creating permanent capacity; (2) development of a cadre of certified master trainers who continue to cascade knowledge; (3) integration of cooperative development into regional government planning and budgeting processes; (4) establishment of peer learning networks among cooperatives that continue to function independently; (5) creation of formal partnerships with ACCOSCA and other regional bodies that provide ongoing support; and (6) policy advocacy that embedded cooperative strengthening into Ethiopia's rural development framework. These elements create a self-reinforcing system that continues to deliver benefits long after the initial project cycle.
South-South adaptability	This good practice can be extended to other countries with rural cooperative sectors seeking to enhance financial inclusion. Adaptation conditions include: (1) existence of a basic cooperative legal and regulatory framework; (2) government commitment to rural financial inclusion; (3) availability of a coordinating institution to lead capacity building; (4) access to South-South knowledge exchange platforms; (5) willingness to invest in training-of-trainers and exposure visits; (6) presence of regional cooperative networks for peer learning; and (7) alignment with national poverty reduction strategies. The model is particularly relevant for Sub-Saharan African countries with similar socio-economic contexts. Documentation of Ethiopian experiences and tools facilitates replication. The approach can be customized to different scales, from pilot districts to national programs.
South-South result	The initiative produced significant results: 1. Capacity Strengthening: Over 500 cooperative managers, accountants, and board members received training in governance, financial management, and strategic planning. 2. Institutional Development: The Financial Cooperatives Development Directorate was established within the Regional Cooperatives Commission, providing dedicated institutional leadership. 3. Exposure and Knowledge Exchange: Ethiopian cooperative leaders visited India's successful cooperative models, bringing back actionable insights on savings mobilization, member services, and governance. 4. Training-of-Trainers: A network of certified master trainers was developed, enabling continuous knowledge dissemination to grassroots cooperatives. 5. Policy Influence: Cooperative development was integrated into regional government planning, with increased budget allocation for cooperative promotion.

	6. Improved Cooperative Performance: Participating cooperatives showed improvements in membership, savings mobilization, loan recovery, and member satisfaction. 7. Regional Networking: Ethiopian experiences were shared through ACCOSCA, contributing to African cooperative development discourse. 8. Academic Contribution: The experience informed peer-reviewed research on social capital and cooperative economics, linking practice to policy and theory.
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Funding sources	The initiative was funded through multiple sources: 1. Government of Ethiopia: Regional Cooperatives Commission provided core institutional budget and staff time. 2. Irish League of Credit Unions: Funded training-of-trainers programs in feasibility, business plans, and cooperative Management. 3. Agriteam Canada: Supported capacity development through the Capacity Development Support Facility. 4. ACCOSCA: Provided sponsored training programs on strategic leadership and corporate governance. 5. Skydive Technologies and Consulting: Facilitated exposure visits through cost-sharing arrangements. 6. International Development Partners: Various bilateral and multilateral programs supported rural financial intermediation initiatives. 7. Cooperative Contributions: Participating cooperatives contributed membership fees and local matching funds.
Materials and web-links	1. Training Manuals: ◦ "Saving and Credit Cooperatives Accounting, Auditing, and Administration" – Federal Cooperative Agency (2009) ◦ "Training of Trainers in Feasibility, Business Plan, and Cooperative Management" – Irish League of Credit Unions (2015) 2. Research Publications: ◦ "Social Capital and Economic Performance of Financial Cooperatives: Evidence from the Amhara Region" – Technium EconomicA

	◦ "Determinants of agricultural cooperative performance: Evidence from Ethiopia" – Journal of Agricultural Extension and Rural Development ◦ "Impact of Social Capital on Poverty Reduction in Ethiopia" – Journal of Innovation Economics Frontier 3. Documentation: ◦ RUFIP Monitoring and Evaluation Reports ◦ Cooperative Development Strategic Plans ◦ Exposure Visit Reports (India, 2017, Finland, 2019, and Kenya, 2021) 4. Web links: ◦ ORCID: https://orcid.org/0000-0002-1722-9173 ◦ LinkedIn: linkedin.com/in/fentahun-admassu-yayeh-phd-521baa108

Good practice 5

Author's name: Banchayehu Etana Duguma
Institution: Lowlands Livelihood Resilience Project
Title of South-South and triangular cooperation (SSTC) good practice: From Loss to Leadership: Goro Bokata Women's Livestock Fattening and Resilience Model
Countries involved (please add more that one country): Ethiopia, Kenya

South-South objective	The initiative seeks to strengthen South-South and triangular cooperation by bringing countries and development partners together to share knowledge, practical experiences, and successful development approaches. It aims to address common challenges such as limited institutional capacity, resource shortages, and gaps in access to technical expertise and innovative solutions. Through collaboration, mutual learning, and the exchange of good practices, the initiative will support countries in developing sustainable solutions that respond to their local needs, strengthen their capacities, and contribute to achieving the Sustainable Development Goals (SDGs), while promoting solidarity, shared ownership, and mutual benefits.
South-South cooperation between institutions and countries to achieve the objectives	The initiative connects institutions, implementation agencies, and development partners from participating countries to achieve shared development goals. Through technical exchanges, joint learning, capacity building, and knowledge sharing, partners combine their expertise and experience to develop practical, sustainable solutions. This collaboration promotes mutual learning, strengthens institutional partnerships, and encourages countries to adapt successful practices to their local needs, creating lasting development benefits through shared ownership and collective action.
Effectiveness of the South- South / peer learning methodological approach	The initiative used a practical, peer-to-peer learning approach that combined experience sharing, technical exchange, joint problem-solving, and hands-on learning. Partners and participants actively contributed their knowledge,

	experiences, and locally tested solutions through discussions, field-based learning, and collaborative planning. Rather than relying on one-way knowledge transfer, the process encouraged participants to learn from each other, identify what works, and adapt good practices to their own contexts. This participatory approach strengthened ownership, built trust among partners, and helped translate shared knowledge into practical actions and sustainable results.
Innovation	The initiative introduced practical innovation by combining peer-to-peer knowledge exchange with hands-on demonstration and local adaptation. Instead of simply transferring ready-made solutions, participating institutions jointly tested approaches, shared lessons from implementation, and adapted successful practices to local conditions. The use of local experience alongside technical expertise helped identify affordable, context-appropriate solutions. This model is particularly relevant for other countries because it can be replicated through existing institutions, local knowledge, and partnerships, making it cost-effective, flexible, and sustainable.
South-South sustainability	Good practice is sustainable because it builds on local ownership, existing institutions, and practical knowledge rather than creating parallel systems. Continuous peer learning, documentation of lessons, and knowledge sharing help maintain the approach beyond the initial initiative. Strengthening the capacity of local institutions and partners enables them to continue applying and adapting the practices using available resources. Regular collaboration, follow-up, and integration of successful approaches into existing programmes and plans can further support long-term continuity, replication, and wider adoption in other contexts.
South-South adaptability	The good practice can be easily adapted to other countries and regions with similar challenges. Its flexible, peer-learning approach allows partners to adjust proven ideas to local needs and resources. Successful adaptation requires local ownership, strong partnerships, stakeholder involvement, and an understanding of the local context. Sharing lessons, learning from experience, and adapting rather than simply copying the approach can support wider and sustainable use.
South-South result	The initiative strengthened peer learning, knowledge sharing, and technical collaboration among partners. It improved local capacities, encouraged the use of practical solutions, and strengthened partnerships for sustainable development. Lessons learned were shared and adapted to local contexts, supporting wider replication.
Contact details	For more information about this good practice, please contact the initiative's focal person or the relevant implementing institution. Further details, including lessons learned, implementation experiences, and opportunities for

	collaboration, can be obtained through the project team. Contact person: Misgana Lamessa Institution: HEKS/EPER Email: Misgana.lamessa@heks-eper.org Phone: 0917083369 LinkedIn/Other: Misgana lamessa
Funding sources	The initiative is funded by development partners, complemented by technical and institutional contributions from participating organizations and countries to support implementation and knowledge sharing.
Materials and web-links	• Training manuals and session materials • Good-practice and lessons-learned documentation • Technical guidelines and practical tools • Field photographs documenting implementation and results • Monitoring and evaluation reports • Knowledge-sharing and peer-learning materials • Project success stories and case studies • Awareness and information materials, where applicable • Relevant project reports and supporting documentation • Project website/social media links, where available

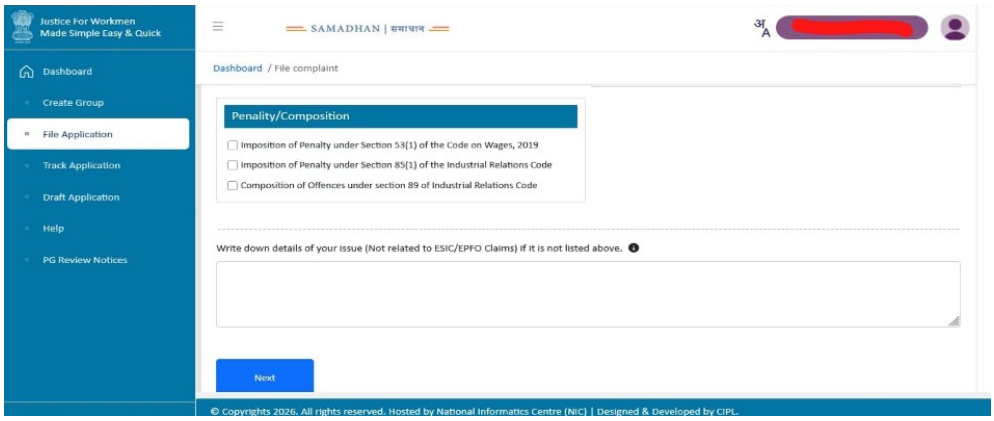
Good practice 6

Author's name: Kumar Amritesh
Institution: Chief Labour Commissioner (C), Government of India
Title of South-South and triangular cooperation (SSTC) good practice: Securing Formalization through Digital Intervention
Countries involved (please add more that one country): ILO and India

South-South objective	The objective is to increase formalisation of employment through ensuring issuance of wage slip to employees by employers. The Code on Wages 2019 has given employees in India a right of Wage Slip. The best practice which is going to be discussed here is about the digital initiative brought in by the Government of India which provides a free Digital Platform called SAMADHAN Portal to employee to directly file application for imposition of penalty on the employer, who fail to issue wage slips. This inititative is expected to increase the pace of formalization of employments.
South-South cooperation between institutions and countries to achieve the objectives	The R-204 (Transition from the Informal to the Formal Economy) of the ILO was adopted at the 104th Session of the International Labour Conference in June 2015 and it was supported by India. The Union Cabinet approved placing the recommendation before the Indian Parliament in January 2016 in accordance with Article 19 of the ILO Constitution. Since then, the Legal and Policy Framework in India has witnessed several initiatives to increase formalisation of employment.

Effectiveness of the South- South / peer learning methodological approach	The Government of India has taken several initiatives, both Legal Provision and Policy, to increase formalisation. “Wage Slips” is a legal compliance requirement document which not only increase formalisation of jobs but also secure several rights of an employee. They establish employer-employee relationship, period of employment, category of employment, entitlement for social security, lay-off/retrenchment compensation etc. Employee can get to know their gross wages, deductions and net paid wages, which can help in preventing illegal deductions. So on the one hand right of wages slip has been provided by law and on the other hand the policy intervention has been made for employees to file complaint digitally to secure that right and get penalty emposed on defaulting employer. These together acts a big deterrent and has potential to increase issuance of wage slips and formalisation in turn.
Innovation	Legal Intervention: Section 50(3) of the Code on Wages 2019 casts a duty on employer to issue wage slip to employees in prescribed proforma, electronically or physical format, on or before payment of wages. If wage slips are not issued, as per Section 53(1) of the Code, employee can directly file complaint to Labour Authorities for imposing of penalty on employer under Section 54(1) (c) of the Code. Policy intervention: A digital platform has been provided to employees so that if wage-slip is not issued, they can file complaint before the Labour Authorities digitally to penalize the employer. Samadhan Portal (www.samadhan.labour.gov.in) is one of the good practice ushered in by India. Among several other features, the Samadhan Portal has functionality using which any employee can very conveniently file complaint to Labour Authority for imposing penalty on the defaulting employer for non-issuance of wage slips. This acts as big deterrent and a big enabler for increasing formalisation.
South-South sustainability	Once a right has been conferred to an employee by law it can sustain. When suitable digital means have been provided to employees to secure the right, it is even more sustainable as the employees can seek help from Labour Authorities in efficient, transparent manner.
South-South adaptability	Its very much South-South Adaptable, (i) with suitable modification in wage laws, if at all it is not presently there, South countries can confer right of Wage Slips to employees and correspoding duties to employers; and (ii) by providing digital platform similar to the Samadhan Portal. Samadhan Portal has been built on REST API and easily adaptable with customization as per the need of the country.
South-South result	The Central Rules under the Code has come into force w.e.f.

	08.05.2026 in India and the relevant digital module on the Samadhan Portal has been rolled out thereafter. As the practice provides deterrence from default by employers, the results are going to be both direct and indirect.
Contact details	www.samadhan.labour.gov.in https://samadhan.labour.gov.in/contact-us
Funding sources	Central Government
Materials and web-links	1. Register on www.samadhan.albour.gov.in as an employee/worker by using mobile number. 2. Login and file application for “Self” would be the defualt. 2. Click “File Application” on the left. 3. Slect “File Application for imposition of Penalty under Section 53(1) of the Code on Wages 2019.



Good practice 7

Author’s name: Mr. Randy Clarke
Institution: Ministry of Labour, Social Security and the Third Sector, Barbados
Title of South-South and triangular cooperation (SSTC) good practice: Strengthening Occupational Safety and Health Enforcement through Barbados - Trinidad & Tobago Cooperation
Countries involved (please add more that one country): Barbados and Trinidad & Tobago

South-South objective	This cooperation aims to strengthen the enforcement capacity of the Barbados Labour Department through technical assistance from Trinidad &Tobago. It responds to the need to improve inspection and enforcement practices, evidence gathering, case preparation and officers’ confidence in making enforcement decisions. The exchange also provides an opportunity for both Ministries to share practical experience in occupational safety and health administration.
South-South cooperation between institutions and countries to achieve the objectives	The Ministry of Labour, Social Security and the Third Sector, Barbados is the requesting institution. The Ministry of Labour, Small and Micro Enterprise Development, Trinidad & Tobago is the provider of technical expertise. The cooperation was

	selected under the OAS/RIAL 19th Call for Bilateral Cooperation and is planned as a virtual activity. Both Ministries will share technical materials and expertise to support stronger enforcement practice in Barbados. The OAS/RIAL provides the cooperation framework and technical coordination.
Effectiveness of the South- South / peer learning methodological approach	The planned approach combines expert guidance with a review of Barbados' current enforcement practices and administrative processes. The activity is intended to include practical support on inspections, evidence gathering, case preparation and prosecution processes, alongside the development or refinement of standard operating procedures. This peer-to-peer method allows Barbados labour inspectorate to examine their own processes while learning from Trinidad & Tobago's experiences.
Innovation	The activity focuses on applying a peer country's enforcement experience to Barbados' own procedures and legal context. It links technical knowledge-sharing to practical institutional products: standard operating procedures for inspections, notices and prosecution referrals. The focus on evidence, court processes and consistent decision-making makes the cooperation relevant to other countries seeking to strengthen occupational safety and health enforcement through direct ministry-to-ministry support.
South-South sustainability	The planned standard operating procedures, technical materials and strengthened officer skills can support continued improvement after the exchange ends. Sustainability will depend on the Ministry of Labour, Social Security and the Third Sector, Barbados integrating agreed procedures into its routine work, orienting relevant officers, and reviewing implementation over time. Continued professional contact between the two Ministries could also help resolve questions that may arise during implementation.
South-South adaptability	Other countries could adapt the approach by pairing a Ministry seeking to strengthen occupational safety and health enforcement with a Ministry that has relevant experience. Adaptation should begin with a review of the requesting country's legislation, administrative processes, staffing and court procedures where applicable. Any procedures or tools shared by a partner would need to be adjusted to their respective local law and institutional capacity. The RIAL model offers a framework for identifying needs and arranging bilateral technical cooperation
South-South result	The activity is listed as ongoing. Its stated objectives are to review Barbados' enforcement practices; develop or refine standard operating procedures for inspections, notices and prosecution referrals; build officers' practical skills and confidence; improve understanding of court processes, evidence gathering, report writing and testimony; and

	promote consistent, transparent and legally defensible enforcement. These are the intended results and not confirmed achievements.
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Funding sources	The activity was selected under the OAS/RIAL 19th Call for Bilateral Cooperation. RIAL describes its bilateral cooperation calls as supporting direct technical cooperation between Ministries of Labour. Funding will be met by the partnering Ministries of Labour.

Good practice 8

Author's name: Craig Kensley
Institution: GrowZA Social Investment Agency
Title of South-South and triangular cooperation (SSTC) good practice: Decent and Dignified Digital Work from the Margins of Digital Society A South-South and triangular research partnership on youth skills and decent work
Countries involved (please add more that one country): South Africa, India, Sweden

South-South objective	The initiative examines how young people in South Africa, India and Senegal experience digital work, develop portable skills and imagine decent work futures. It responds to a shared problem: digital training can improve employability while still directing young people into insecure, poorly protected or downward-skilled work. The partnership seeks to understand when skilling supports fair pay, secure conditions, meaningful work and upward mobility, and when it merely transfers labour-market risk onto young workers. Its practical objective is to translate comparative evidence into more responsive skills-training modules and transition-to-work pathways.
South-South cooperation between institutions and countries to achieve the objectives	The initiative grew from a two-year SASUF collaboration between CPUT and Malmö University. Dr Errol Francke leads the Cape Town research, while GrowZA works with CPUT as the sectoral and community partner, connecting the research

	to young people, employers and the Absa Cyber Security Academy. Indian research is led through the Central University of Haryana and SERD India, with AICAPD and the Mobile Innovation School. Partners jointly design the research, compare findings and develop training responses, with Southern contexts generating knowledge rather than receiving a predetermined Northern model.
Effectiveness of the South- South / peer learning methodological approach	The approach brought academic, community and social-investment perspectives into the same enquiry. CPUT and Malmö University provided the research framework, while GrowZA and participating partners helped locate the questions within existing training, employment and community settings. This made it possible to test academic assumptions against programme experience and young people's accounts. Comparison between South Africa and India helped the team distinguish context-specific barriers from recurring concerns about skills portability, progression and job quality. The process informed the discovery paper and refined the next phase of research. Its longer-term contribution to programme design and employment outcomes remains to be assessed.
Innovation	The innovation is opening the research process beyond the university by formally including a social investment agency in its design. GrowZA brings experience of how funding, partnerships and implementation decisions shape youth-skills programmes. This allows research questions and methods to be tested against the realities faced by learners, training providers and employers before conclusions are fixed. CPUT and Malmö University provide academic rigour, while GrowZA and participating partners broaden the evidence base and routes into practice. The model addresses a common weakness in applied research: findings produced for academic audiences with too little involvement from those expected to use them.
South-South sustainability	Sustainability rests on established institutional relationships and a potential route to earned income. The CPUT-Malmö collaboration developed through SASUF, while the Indian partnership draws on relationships with the Central University of Haryana and SERD India. GrowZA connects the research to skills programmes, funders and employers. Beyond academic publications, the evidence can support applied services for industry, including workforce insight, skills-strategy advice, programme design and evaluation. This creates a professional-services stream through which partners can respond to industry questions and finance continued application of the research. It depends on

	demonstrated demand, agreed roles and protection of research independence.
South-South adaptability	The practice is adaptable because it converts research into a process for improving programmes, industry practice and policy. In a new context, universities can generate evidence; social-investment and community partners can test it against implementation realities; and training providers, employers and policymakers can use the findings to revise curricula, recruitment, worker support and labour-market interventions. The same partnership architecture can be applied to different sectors or countries without prescribing a single solution. Its transferable value lies in connecting young people's experience to institutional decisions. Local partners determine the response, while peer exchange helps lessons travel without erasing context.
South-South result	The work remains in its discovery phase. Results to date include: • A working research partnership connecting institutions and programme settings in South Africa, India and Sweden. • A shared research question and comparative methodology focused on skills portability, job quality and decent work. • Initial access to young people, training providers and employment settings through the participating institutional and community partners. • Pilot research and the testing of interview, observation and self-documentation methods. • A discovery-phase paper comparing youth digital skills and precarious work in South Africa and India. • Early evidence that completing digital-skills training does not necessarily result in portable skills, secure employment or meaningful progression. • A proposed research programme that includes academic publications, skills-training modules and engagement with training providers and other stakeholders. These are research and partnership outputs rather than demonstrated labour-market outcomes. The next phase must test the findings more systematically and determine whether they can improve training design, employment pathways or the quality of work available to young people.
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Funding sources	A research initiation grant from Riksbankens Jubileumsfond supported work undertaken during 2024, including development of the research agenda, pilot activities and access to the study settings. The partnership between CPUT and Malmö University developed through the South Africa-Sweden University Forum, or SASUF. SASUF provided the collaborative framework through which the relationship developed, but should not be presented as the confirmed funder of the full research project. GrowZA contributes its community-partnership and social-investment perspective, programme relationships and implementation knowledge in kind. GrowZA's participation is not paid for by the research project. Funding for the proposed full research phase remains to be confirmed.

Good practice 9

Author's name: Yonatan Jarane Darie
Institution: Ethiopian Kaleheywot Church

South-South objective	The initiative addresses the socio-economic exclusion and informal status of forcibly displaced populations (refugees) by establishing formalized, legally grounded pathways for market participation, business licensing, and employment. In response to administrative fragmentation and regulatory barriers across government tiers, the project standardizes cross-ministerial workflows to transition refugee-led micro-

	enterprises and labor from informal survival activities into recognized economic contributions. The objective is to foster self-reliance, expand social protection, enhance local economic productivity, and create a scalable framework for inclusive growth and labor formalization across host-community value chains.
South-South cooperation between institutions and countries to achieve the objectives	The initiative is led by the Ethiopian Investment Commission (EIC) Program Coordination Unit (PCU) in coordination with the Ministry of Labor and Skills (MoLS), Ministry of Trade and Regional Integration (MoTRI), Refugee and Returnees Service (RRS), Ministry of revenues (MoR), and Ministry of Justice (MoJ). Development and technical partners include the World Bank (Jobs Compact), and ILO. Peer institutions share diagnostic checklists, inter-agency Memorandum of Understanding (MoU) templates, and Standard Operating Procedures (SOPs) across regional development platforms (e.g., IGAD Support Platform) to facilitate South-South knowledge transfer among refugee-hosting nations.
Effectiveness of the South- South / peer learning methodological approach	A horizontal, multi-stakeholder diagnostic and drafting methodology was deployed. Key institutions co-developed joint Diagnostic Checklists to assess institutional readiness, legal gaps, and operational bottlenecks across central and regional levels. Joint Technical Working Groups (TWGs) brought together legal advisors, sector experts, and refugee-led organization (RLO) representatives to review directives, work-permit protocols, and business-licensing MoUs. This peer-to-peer review model ensured participatory validation, cross-institutional ownership, and alignment with regional free-movement and labor protection standards.
Innovation	1. Inter-Agency MoU Architecture: A unified legal instrument connecting trade, labor, and refugee authorities to streamline business registration and permit issuance. 2. Context-Specific Diagnostic Checklists: Standardized toolkits deployed across federal and regional bureaus to identify administrative barriers before policy rollout. 3. Refugee-Centered Customer Perspective Surveys: Direct integration of feedback from refugee-led organizations (RLOs) into institutional SOPs. 4. Targeted Economic Inclusion: Moving from ad-hoc humanitarian assistance to structured, formal market integration tied to national industrial development goals.
South-South sustainability	Sustainability is rooted in institutional anchoring and legal binding. By formalizing inter-agency responsibilities through signed MoUs, gazetted ministerial directives, and embedded SOPs within permanent ministries (MoLS, MoTRI, MoR, RRS), the process is institutionalized beyond project life cycles. Financial sustainability is driven by integrating refugee entrepreneurs into standard tax, commercial registration, and banking systems. Furthermore, building institutional capacity within regional technical working groups ensures long-term

	administrative continuity and continuous operational updates.
South-South adaptability	The practice is highly adaptable for developing nations facing protracted displacement situations. Key conditions for adaptation include: • Political commitment to legislative reform for socio-economic rights. • A clear inter-ministerial coordination mechanism (PCU/Taskforce). • Standardized diagnostic toolkits to evaluate regional authority readiness. The diagnostic checklists, action plans, and MoU drafting frameworks serve as plug-and-play templates for countries seeking to align national labor laws with global and regional refugee protection compacts.
South-South result	• Formal Legal Instruments Established: Finalized cross-sectoral Memorandum of Understanding (MoU) and legal directives governing refugee business licensing and work permit issuance. • Institutional Alignment: Deployed standardized diagnostic checklists across 5 regional and institutional entities (BoLS, BoT, BoR, RRS, and RLOs) to establish baseline capacity. • Operational Workflows (SOPs): Activated the SOP Technical Working Group to harmonize administrative processing timelines across federal and regional levels. • Market Access: Enabled direct pathways for refugee-owned enterprises to access formal trade licenses, banking channels, and local commercial supply chains.
Contact details	• Contact Person: Dr. Yonatan Jerene Darie • Title: EoP-PCU Director (IC), Jobs Compact Project • Alternative Email: daried5@gmail.com /https://www.linkedin.com/in/yonatan-darie-phd-246a6347/ • Phone: +251 944 100 824 • Location: Addis Ababa, Ethiopia
Funding sources	Funding and technical support are provided through a multi-donor partnership mechanism led by the World Bank (Economic Opportunities Program / Jobs Compact), with complementary technical assistance supported by international partners including.

Good practice 10

Institution: Leather and Leather Products Industry Research and Development Center (LLPIRDC) / Leather Industry Development Institute (LIDI)
Title of South-South and triangular cooperation (SSTC) good practice: Enhancing Value Addition and Competitiveness of Leather SMEs through South-South Technology Transfer
Countries involved: Ethiopia, India, and Kenya (with UNIDO as a triangular partner)

South-South objective	The initiative intends to address productivity and marketability challenges faced by Ethiopia's leather sector, which historically struggled with underperforming factories despite a massive domestic cattle population. The primary objective is to transition Small and Medium Enterprises (SMEs) from exporting raw hides to manufacturing high-value finished leather goods. By partnering with established Southern institutions, the project aims to enhance technological capacity, improve product quality, and build effective global market linkages, ultimately boosting foreign exchange revenue and creating employment for the local workforce.
South-South cooperation between institutions and countries to achieve the objectives	The collaboration centers on a institutional twinning arrangement between Ethiopia’s LLPIRDC and India’s Central Leather Research Institute (CLRI). The United Nations Industrial Development Organization (UNIDO) serves as the triangular development partner from the Global North, providing specialized expertise and funding mechanisms. Kenya participates through regional knowledge-exchange forums like the South-South Leather Industry Exchange (SSE). Interaction occurs through structured technical training programs, joint policy development workshops, and bilateral exchange visits, ensuring Ethiopian SMEs directly benefit from India's advanced processing technologies.
Effectiveness of the South- South / peer learning methodological approach	The project utilizes a peer-to-peer capacity-building methodology based on a cascading "Train the Trainer" model. Experts from India's CLRI conduct intensive, hands-on workshops with LLPIRDC staff and local SME owners in Ethiopia. This participatory approach ensures horizontal cooperation is grounded in practical, shop-floor realities rather than purely theoretical frameworks. Once trained, Ethiopian technicians transfer this knowledge to local tanneries and footwear manufacturers, empowering domestic stakeholders to adapt modern processing techniques to fit the specific logistical constraints of the local market.
Innovation	A key innovative element is the localized adaptation of the "Leather Park" and SME clustering models successfully utilized in India and Egypt. Rather than merely importing machinery, the initiative localizes business innovation by creating centralized common facility centers where multiple SMEs share expensive processing equipment and effluent treatment plants. Furthermore, integrating academic institutions and Technical and Vocational Education and Training (TVET) centers directly into the industrial policy

	framework provides a continuous pipeline of skilled labor, serving as a highly replicable blueprint for other resource-rich nations.
South-South sustainability	Sustainability is embedded through permanent institutional anchoring and policy alignment. By housing technology transfer capabilities within LLPIRDC, the practice ensures expertise remains in-country long after direct international funding concludes. The initiative aligns seamlessly with Ethiopia's 10-year Leather Sector Development Strategy, securing ongoing government support. Furthermore, establishing shared environmental infrastructure—such as joint effluent treatment plants for clustered SMEs—drastically reduces the long-term operational and compliance costs for individual businesses, ensuring both the economic and environmental viability of the sector over time.
South-South adaptability	This good practice is highly adaptable to other developing nations with significant livestock populations but weak manufacturing bases. Extending the practice requires strong political will to limit raw material exports and incentivize localized value addition. For successful adaptation, a country must have a dedicated national coordination body capable of acting as a centralized hub for knowledge absorption. Conditions for replication include establishing clear sector-specific policies, facilitating access to finance for SME clustering, and securing international triangular partners to bridge initial technology gaps.
South-South result	The initiative has significantly enhanced the technical proficiency of local SMEs, leading to improved finishing qualities of leather goods that meet international export standards. It has fostered industry-led policy development and stronger regional integration across East Africa. Economically, capacity-building efforts have contributed to increased foreign exchange earnings by shifting the export balance toward finished footwear, garments, and accessories. Environmentally, the adoption of shared treatment facilities in industrial clusters has drastically reduced the ecological footprint of participating tanneries.
Contact details	Institution: Leather and Leather Products Industry Research and Development Center (LLPIRDC) Location: Addis Ababa, Ethiopia Phone: +251911421776 Email: elidiatl@gmail.com LinkedIn: Tsegaab Bekele | LinkedIn
Funding sources	Funding primarily originates from triangular cooperation mechanisms, notably UNIDO capacity-building grants aimed at advancing Africa's light manufacturing sectors. This is heavily supplemented by domestic government allocations under Ethiopia's Ministry of Industry for broad sector development, localized research, and infrastructure

	establishment (e.g., dedicated leather parks).
Materials and web-links	• Training manuals on sustainable leather processing and effluent management for SMEs. • Ethiopia's 10-year Leather Sector Development Strategy guidelines. • Technical data sheets for localized SME machinery operation and maintenance. • Official websites for UNIDO and the Africa Leather and Leather Products Institute (ALLPI).

Good practice 11

Author's name: Noha Mohamed Gibreel
Institution: Environmental and Climate Action South Sudan (E-CASS)
Title of South-South and triangular cooperation (SSTC) good practice: Azraq Centre for Employment: A Partnership Model for Formal Labour-Market Inclusion, Skills and Refugee Self-Reliance
Countries involved (please add more that one country): Jordan as the source experience, South Sudan and other Global South countries as peer-learning/adaptation contexts

South-South objective	The practice aimed to reduce barriers preventing refugees from accessing formal employment and to strengthen their economic self-reliance through an integrated employment-service model. The approach connected refugees with work permits, employers, employment counselling, labour-rights information, training opportunities and job matching. It also strengthened cooperation between national institutions, international organizations and development partners. The broader South-South objective is to share lessons from Jordan with other Global South contexts facing informality, unemployment, displacement and skills gaps, while adapting the model to national labour-market and institutional conditions.
South-South cooperation between institutions and countries to achieve the objectives	The Azraq Centre for Employment was established in Jordan through cooperation between the Government of Jordan, the International Labour Organization (ILO) and UNHCR, with support from international development partners. The ILO and UNHCR worked with Jordanian authorities to connect refugees with formal employment opportunities and work-permit procedures, while international partners provided technical and financial support. The model created an interface between government labour institutions, humanitarian actors, employers and job seekers. For South-South learning, the experience provides a practical model that can be exchanged with institutions in countries such as South Sudan and adapted through peer learning, technical cooperation and locally led implementation. The approach reflects SSTC principles of partnership, national ownership, mutual learning and mutual benefit.

Effectiveness of the South- South / peer learning methodological approach	The effectiveness of the model came from bringing employment services closer to the population they were intended to serve and combining several services in one accessible mechanism. Rather than addressing work permits separately from employment, the Centre linked formalisation, counselling, labour-market information, job matching and skills opportunities. The approach also involved government institutions, UN agencies, employers and development partners. This created a participatory and practical environment in which different institutions contributed complementary expertise. The experience can support peer-to-peer learning by allowing other Global South institutions to examine the model, identify which elements are transferable and adapt them to their own legal, labour-market and institutional contexts.
Innovation	The principal innovation was the integration of formal labour-market access and employment services within a refugee-camp setting. The Centre did not focus only on issuing work permits; it combined work-permit facilitation with employment counselling, information on labour rights, training opportunities, job matching and engagement with employers. This created a bridge between humanitarian support and formal economic participation. The approach also demonstrated how national labour institutions and international organizations could work together without replacing national systems. Its combination of formalisation, skills, employment services and inclusion makes the experience relevant to other countries dealing with refugee employment, informal work, youth unemployment and limited access to labour-market institutions.
South-South sustainability	Sustainability was supported by linking the initiative to existing national labour-market structures rather than establishing a completely parallel system. Government ownership, institutional partnerships and the integration of employment services into broader labour-market initiatives helped provide a basis for continuity. The model also addressed practical demand from both workers and employers: workers needed access to legal employment and information, while employers needed access to suitable candidates. Continued cooperation among government, UN agencies and development partners further supported the approach. For adaptation elsewhere, sustainability would depend on national ownership, clear institutional roles, appropriate financing, links to employment and social-protection systems, and continued engagement with employers and workers.
South-South adaptability	The practice has potential for adaptation in countries facing high levels of informal employment, unemployment, displacement or limited access to employment services. Adaptation should not involve copying the Jordanian model exactly. Instead, countries should identify transferable

	components—such as employment counselling, job matching, work-permit facilitation, skills referral, labour-rights information and employer engagement—and redesign them according to national laws and labour-market conditions. In South Sudan, for example, relevant institutions could explore how similar employment-service approaches could connect young people, women, displaced populations and vulnerable communities with skills development, livelihoods and formal economic opportunities. Successful adaptation would require government ownership, local partners, employer participation, appropriate skills systems and sustainable financing.
South-South result	The Azraq Centre for Employment provided a practical mechanism for facilitating refugees' access to formal employment opportunities in Jordan. At its establishment, the Centre was designed to facilitate work permits and provide counselling, labour-rights information, training opportunities and job matching. At the opening, a job fair involving 24 companies presented more than 850 vacancies in manufacturing, agriculture and services. The wider ILO employment-service programme in Jordan subsequently established multiple employment-service centres and reported that these centres had helped place around 13,000 Jordanians and Syrians in employment, with women representing more than one-third of those placed. The experience generated important lessons concerning: • linking formalisation with practical employment services; • improving access to work permits and labour-market information; • connecting job seekers with employers; • integrating skills development and employment counselling; • strengthening cooperation between government and international partners; and • designing services around the needs of vulnerable populations. The most important transferable result is therefore not only the number of people served, but the institutional model of connecting formalisation, employment, skills and partnerships.
Contact details	Noha Mohamed Gibreel Director of Strategic Partnership, Fundraising & Engagement Environmental and Climate Action South Sudan (E-CASS) Email: nmgibreel2017@gmail.com For information on the original Jordan employment-centre model, further information is available through the International Labour Organization (ILO) and UNHCR.
Funding sources	The Azraq Centre for Employment was established through a partnership involving the Government of Jordan, ILO and UNHCR, with the Centre sponsored by the Government of the Netherlands. The wider employment-centre and refugee employment programme in Jordan also involved support from

	international development partners, including the European Union. The funding model demonstrates the value of combining national ownership with international technical and financial support to address employment and inclusion challenges.
Materials and web-links	The following publicly available resources provide background and evidence on the practice: International Labour Organization – Azraq Centre for Employment The ILO's description of the Centre explains its establishment, partnership structure, work-permit facilitation, counselling, labour-rights information, training and job-matching services. ILO – ILO-supported achievements in Jordan Provides evidence on the wider employment-service programme and employment outcomes in Jordan. ILO – Employment and refugee inclusion in Jordan Provides additional information on cooperation between ILO, UNHCR and Jordanian institutions. South-South Meeting Point – Principles and definitions of SSTC Provides the framework for understanding solidarity, national ownership, mutual benefit, peer learning and non-conditionality in South-South and Triangular Cooperation. Suggested image: A high-quality photograph of the Azraq Centre for Employment or an official ILO/UNHCR image showing employment-service activities in Azraq Refugee Camp should be attached, subject to permission and appropriate attribution. Key lesson for peer exchange The Azraq experience demonstrates that labour-market formalisation is more effective when workers are not only given access to legal work permits, but are also connected to employment counselling, skills opportunities, employers and information on labour rights. The model offers a practical basis for South-South peer learning and adaptation in countries facing similar challenges of informality, unemployment, displacement and limited access to formal employment services.

Good practice 12

Author's name: Aregahegn Yenesew Melkea
Institution: Productivity Improvement Center of Excellence (PICE), Addis Ababa, Ethiopia
Title of South-South and triangular cooperation (SSTC) good practice: PICE Partnership Model for Technology Development, Skills and Entrepreneurship Support
Countries involved: Ethiopia and the Republic of Korea (through international volunteer/development cooperation)

South-South objective	PICE seeks to strengthen the capacity of startups, entrepreneurs and TVET-linked innovators by connecting incubation services with practical technology development, skills transfer, business development and market-oriented support. The practice responds to a common challenge in developing economies: promising local solutions often lack coordinated technical expertise, testing facilities, business support and links to users and markets. The initiative creates a practical cooperation platform where institutions contribute complementary knowledge, facilities, networks and human resources.
South-South cooperation between institutions and countries to achieve the objectives	PICE acts as the local coordination and incubation hub, working with Ethiopian technology and innovation partners including S&M, Enzert Engineering, Bamboo Labs and ICE Addis. Partnerships have included cooperation on locally made technologies, bamboo and clean-cooking solutions, innovation and incubation, and access to technical expertise. A cooperation pathway with KOICA/World Together has also been initiated to connect international volunteers with PICE departments. The model is based on complementary contributions, joint problem-solving and mutual learning rather than one-way delivery.
Effectiveness of the South- South / peer learning methodological approach	The methodology is practical, participatory and peer-based. PICE identifies a concrete challenge, brings relevant partners together, and matches the challenge with technical, entrepreneurial or incubation expertise. Partners jointly discuss needs, demonstrate solutions, test ideas through workshops or incubation activities, and refine the approach through feedback from users and practitioners. This allows knowledge to move in both directions: external partners contribute experience and technical perspectives, while PICE and local enterprises contribute context-specific knowledge, local materials, market realities and implementation experience.
Innovation	The innovation is the integration of several support functions in one cooperation model: incubation, TVET skills, technology development, prototyping, workshops, entrepreneurship support and market linkages. Instead of treating training, technology and enterprise development as separate activities, PICE connects them around real local challenges. The model also uses existing institutional facilities and partner capabilities, reducing the need to create parallel structures.

	Examples include collaboration around locally made farmer/community technologies and bamboo-based solutions, combined with incubation and technical support.
South-South sustainability	Sustainability is supported by institutional ownership, existing PICE incubation infrastructure, partner networks and practical activities that respond to identifiable enterprise and technology needs. Cooperation is embedded in ongoing incubation and skills-development functions rather than being treated only as a stand-alone project. Partnership agreements and joint activities provide a basis for continuity, while staff and entrepreneurs gain knowledge that can remain within the local ecosystem. Continued coordination, documentation, partner engagement and alignment with institutional priorities are important for maintaining the practice over time.
South-South adaptability	The model can be adapted by other TVET institutions, incubators, innovation hubs and entrepreneurship-support organizations. Adaptation requires a coordinating institution, clearly defined local challenges, complementary partners, access to basic technical/workshop facilities, and mechanisms for peer learning and follow-up. The model does not require identical partners or technologies: each country can map its own institutions, enterprises and development partners and organize cooperation around local priorities. International partners can contribute specialized expertise or volunteers while local institutions retain ownership of implementation and contextual adaptation.
South-South result	The practice has established a partnership-oriented approach to incubation and technology development at PICE. Confirmed cooperation includes the PICE–Enzert Engineering partnership on locally made farmer/community technologies and cooperation involving S&M and Bamboo Labs around bamboo design, testing, workshops and clean-cooking-related solutions. PICE has also connected with ICE Addis and initiated a KOICA/World Together volunteer cooperation pathway. These relationships expand access to expertise, facilities, demonstration opportunities and networks for entrepreneurs and technology developers. The practice is ongoing, with results developing through continued joint implementation.
Contact details	Primary contact: Aregahegn Yenesew Melkea, Incubation Services Coordinator, Productivity Improvement Center of Excellence (PICE), Addis Ababa, Ethiopia. Email: areghym@gmail.com. LinkedIn: linkedin.com/in/aregahegnymelkea. PICE can be reached through its incubation/entrepreneurship services for institutional follow-up and partnership discussions.
Funding sources	The practice is primarily supported through existing institutional resources and in-kind contributions from participating partners, including technical expertise, facilities,

	workshops, staff time, mentoring, networking and partnership activities. Specific funding amounts were not provided for this Good Practice and should not be stated without verification. The approach emphasizes leveraging complementary partner resources rather than relying solely on a dedicated project fund.
Materials and web-links	Relevant materials include partnership/MoU documents, workshop and incubation materials, technology demonstrations, training resources, photographs and documentation produced by PICE and its partners. Recommended attachments: (1) a high-quality photo of a joint technology/incubation activity; (2) the PICE–Enzert partnership documentation; (3) relevant S&M/Bamboo Labs cooperation material; and (4) evidence of the KOICA/World Together cooperation pathway, where available. PICE website/social media links may be added after verification.

Good practice 13

Author's name: Sertse Zemichael Weldesemayat
Institution: Ethiopian Roads Administration (ERA), Ethiopia
Title of SSTC Good Practice: MARK-VM: South-South Knowledge Exchange for Connecting Research, Innovation, Investment and Employment
Countries involved: Ethiopia and BRICS countries represented by participants with whom the applicant engaged during the 2025 BRICS/ITCILO knowledge-sharing event

South-South objective	MARK-VM seeks to address the gap between academic research, practical innovation, investment, industrial development and employment creation. It proposes a technology-enabled platform that connects researchers, universities, industries, investors and job seekers so that knowledge and research outputs can be translated into practical economic and employment opportunities. Through South-South peer learning, the initiative seeks to learn from experiences in other developing-country contexts, adapt relevant approaches to Ethiopia, and develop a scalable model for knowledge-driven economic and employment development.
South-South cooperation between institutions and countries to achieve the objectives	The South-South dimension emerged through participation in the 2025 BRICS/ITCILO knowledge-sharing event in Brasília, where participants from BRICS countries exchanged experiences and ideas on emerging technologies, employment and development. I presented and discussed the MARK-VM concept with participants from different BRICS countries; participants showed interest and exchanged views on its potential. Following the event, I continued presenting the concept to Ethiopian government stakeholders, university lecturers and potential investors, linking international peer

	learning with national stakeholder engagement and contextualisation.
Effectiveness of the South- South / peer learning methodological approach	The approach was based on participatory peer learning rather than one-way knowledge transfer. During the Brasília event, participants from different BRICS countries presented and discussed ideas and experiences, creating an environment for mutual learning. I introduced the MARK-VM concept, discussed its assumptions and potential with peers, and considered perspectives arising from other developing-country contexts. The exchange provided an opportunity to test the relevance of the concept beyond Ethiopia and encouraged continued discussion with national stakeholders. The process combined presentation, dialogue, peer feedback and local contextualisation.
Innovation	MARK-VM proposes an integrated technology platform to connect academic research with practical economic activity. Instead of treating universities, researchers, industries, investors and job seekers as separate ecosystems, it seeks to create a bridge among them through digital knowledge, media, innovation and development services. The concept includes multidisciplinary bodies for Research and Knowledge, Media, and Development. Its innovative potential is the integration of knowledge mobilisation, technology, investment linkage, employment and development within an ecosystem that can be adapted to developing-country contexts.
South-South sustainability	Sustainability is envisaged through a knowledge-based and technology-enabled model rather than dependence on a single intervention. MARK-VM is designed to bring together researchers, universities, industries, investors and job seekers so that knowledge generation and practical application can reinforce one another. Continued stakeholder engagement in Ethiopia has included presentations and discussions with government stakeholders, university lecturers and potential investors. The full platform has not yet been implemented; future sustainability will depend on institutional partnerships, phased piloting, appropriate resources and a viable operating model.
South-South adaptability	The concept is potentially adaptable to other developing-country contexts because the underlying challenge—weak links between research, innovation, investment, skills and employment—is not unique to Ethiopia. Adaptation would require mapping local universities, research institutions, industries, investors, employment systems and public priorities; establishing trusted partnerships; and localising the platform to national regulations, languages, digital infrastructure and labour-market conditions. Continued South-South peer exchange can support adaptation by allowing countries to share lessons, identify barriers and modify the model according to their own realities.

South-South result	The initiative has developed an initial conceptual framework and generated South-South knowledge exchange around its potential application. The MARK-VM concept was presented and discussed in a BRICS/ITCILO South-South knowledge-sharing environment in Brasília in 2025, where participants from different BRICS countries exchanged views and participants engaged in discussion of the proposal and showed interest in its potential in the proposal. Following the international exchange, the concept was further presented to Ethiopian government stakeholders, university lecturers and potential investors. The results to date are therefore knowledge exchange, concept development, stakeholder engagement and identification of a potential model for future implementation.
Contact details	Sertse Zemichael Weldesemayat Information Technology Team Leader / Software Engineer Ethiopian Roads Administration (ERA), Ethiopia Email: seru2127@gmail.com Telephone: +251913224462 LinkedIn: https://www.linkedin.com/in/sertse-zemichael-5611628a YouTube: https://www.youtube.com/@CyberSeru
Funding sources	The MARK-VM concept was developed through the applicant's professional and intellectual initiative. Participation in the 2025 BRICS/ITCILO knowledge-sharing event was supported through the ITCILO/ILO programme. The subsequent development and stakeholder discussions of MARK-VM have not been based on a dedicated external implementation fund. Future implementation would require appropriate institutional partnerships and sustainable financing mechanisms.
Materials and web-links	Primary supporting material: MARK-VM pitch deck, "Developing Platform for Poverty Reduction by Adopting Scientific Formation," presented in the context of the 2025 BRICS/ITCILO knowledge-sharing event. Additional supporting material includes the applicant's ITCILO/BRICS participation documentation and related presentation materials.

Good practice 14

Author's name: Ni Komang Widiani
Institution: fFormer UNDP Yemen´s Developmental Staff
Title of South-South and triangular cooperation (SSTC) good practice: South to South Knowledge Exchange: Yemen and Egypt on local governance and development.

South-South objective	The initiative aimed to strengthen the capacity of Yemeni local authorities to improve local governance and development through South-South knowledge exchange with Egypt. It responded to challenges related to decentralization, local participation, local revenue management and development, and local economic development. Drawing on Egypt's experience in creating business-enabling environments and promoting community participation in service delivery, the initiative supported Yemeni local authorities in strengthening performance management practices, with the potential to contribute to improved service delivery, resource allocation, and overall local development outcomes within the SIERY project framework. The participants have the opportunities to observe municipal innovation practices in Egypt.
South-South cooperation between institutions and countries to achieve the objectives	The initiative fostered South-South cooperation between Yemen and Egypt, engaging 31 Yemeni participants from Aden, Lajh, Marib, Hadramaut, and Taiz, including representatives of the Ministry of Local Administration and Hadramaut Chamber of Commerce. Yemeni participants engaged with Egyptian counterparts to exchange knowledge on decentralization, local economic development, revenue management, planning, and community participation. The UNDP´s SIERY Project facilitated the initiative and engaged a local partner based in Egypt to provide logistical and operational support for organizing the exchange, enabling effective interaction and peer learning between

	participants and host-country counterparts.
Effectiveness of the South- South / peer learning methodological approach	The initiative used an exchange-visit methodology based on direct engagement and peer-to-peer learning between Yemeni participants and Egyptian counterparts. Participants explored Egypt's experiences in decentralization, local development, revenue management, planning, business-enabling environments, and community participation in service delivery. The historical and cultural ties between Egypt and Yemen provided a comfortable environment for horizontal knowledge exchange.
Innovation	A key innovation was combining regional peer learning with locally anchored implementation support. The initiative enabled Yemeni local authorities to learn directly from Egypt's practical experience within a historically and culturally familiar environment. It connected decentralization with local participation, revenue management, local economic development, Local Economic Development Councils, and business-enabling environments. The involvement of a local partner based in Egypt for logistical and operational support also provided an effective mechanism for organizing the exchange in the host country. This combination offers an interesting South-South cooperation model that can inform similar exchanges in other national contexts
South-South sustainability	Sustainability was promoted by investing in the knowledge and capacities of Yemeni local authorities and linking learning to their responsibilities in decentralization, planning, revenue management, participation, and local economic development. Participants represented several governorates as well as government and private-sector institutions, supporting broader institutional learning. The engagement of a local partner based in Egypt provided locally grounded logistical and operational support for implementing the exchange. Within the SIERY project framework, the knowledge gained has the potential to support continued improvements in performance management, service delivery, resource allocation, and local development outcomes.
South-South adaptability	The approach can be adapted to other governorates, countries, or regional contexts facing similar local-governance and development challenges. Replication would require identifying relevant governance priorities, engaging appropriate national and local institutions, selecting a partner country with useful experience, and creating an enabling environment for peer-to-peer exchange. Engaging a capable local partner in the host country to provide logistical and operational support can facilitate implementation and contextual responsiveness. The thematic focus, including decentralization, participation, revenue management, and local economic development, can then be tailored to the institutional arrangements and

	development priorities of each participating country
South-South result	The initiative created a practical platform for South-South knowledge exchange and has the potential to strengthen performance management, service delivery, resource allocation, and local development within the SIERY project framework. Main results in number: • 4 key thematic areas covered: decentralization/local development, local participation, local revenue management/development, and Local Economic Development Councils. • 1 South-South exchange visit conducted in Egypt, 22–26 June 2025. • 2 countries engaged in the knowledge exchange: Yemen and Egypt • 5 Yemeni governorates represented: Aden, Lajh, Marib, Hadramaut, and Taiz. • 31 participants completed the exchange visit. • 6 women and 25 men participated.
Contact details	Ni Komang Widiani E-mail: widiani.sarmitha@gmail.com
Funding sources	Donor: European Union through UNDP Yemen´s Strenghtening Institutional Resilience and Economy Recovery in Yemen (SIERY) Project
Materials and web-links	https://www.linkedin.com/posts/siery-egypt-yemeni-ugcPost-7346610208250429441-us5u/

Good practice 15

Author's name: Ayenew Assefa
Institution: Addis Ababa University-Horn of Africa Regional Environment Center & Network
Title of South-South and triangular cooperation (SSTC) good practice: Normalization
Countries involved (please add more that one country): Ethiopia

South-South objective	To reduce unemployment through improving the participation of the youth in formal works.
South-South cooperation between institutions and countries to achieve the objectives	ILO, UNDP, UNICEF, UNHCR, EU, AU… They will interact through participation in capacity building, creating employment opportunities…etc, Brazil, Russia, India, Chaina and South Africa
Effectiveness of the South- South / peer learning methodological approach	Through virtual capacity building trainings (elearning), online larning, ..etc Through exchanging experiences

Innovation	By using domestic knowledges and creating suitable environments for the youth
South-South sustainability	The government of the member countries must take over the development innitiatives.
South-South adaptability	It has an excellent possibilities of desiminating the good practices to the member countries because there is a demand from the population of member countries. Members of BRICS must invite the developing countries in their planning to development, symposiums, workshops, experience & knowledge sharing.
South-South result	Participating the youth in formal elearning and experience sharing.
Contact details	ayubaryaw@gmail.com
Funding sources	Self sponsorship

Good practice 16

Author's name: Imad Addin Almasri
Institution: International Labour Organization (ILO) – Regional Office for Arab States
Title of South-South and triangular cooperation (SSTC) good practice: Strengthening Labour Market Information Systems through South-South Peer Learning: The Syrian Experience
Countries involved (please add more that one country): Syria, Bangladesh, Morocco, South Africa, Côte d'Ivoire and Türkiye, with technical support and facilitation from the ILO and the International Training Centre of the ILO (ITCILO)

South-South objective	The initiative aimed to strengthen the capacity of Syrian institutions to develop and use an effective Labour Market Information System (LMIS) for evidence-based employment and labour market policies. It responded to the need for stronger institutional coordination, reliable labour market statistics and better use of data for policy and employment services. Through South-South peer learning, the Syrian delegation explored practical LMIS approaches from countries facing comparable labour market and institutional challenges and considered how these experiences could be adapted to the Syrian context, including ongoing work on labour statistics and the Labour Force Survey.
South-South cooperation between institutions and countries to achieve the objectives	A multi-institutional Syrian delegation participated in the ITCILO LMIS programme in Turin in June 2026. The delegation included representatives from the Planning and Statistics Commission (PSC), the Ministry of Social Affairs and Labour, the Ministry of Administrative Development, the Ministry of Foreign Affairs and Expatriates, Chamber of Industry and the ILO. Participants exchanged experiences with counterparts from countries including Bangladesh, Morocco, South Africa, Côte d'Ivoire and Türkiye. ITCILO and

	ILO technical specialists facilitated the exchange, allowing national institutions to compare approaches, institutional arrangements and practical solutions for strengthening labour market information systems.
Effectiveness of the South- South / peer learning methodological approach	The approach combined technical learning with practical country-to-country exchange. Participants presented national experiences, compared institutional models and discussed common challenges related to labour market data, coordination and the use of information for policy. Practical exercises allowed participants to apply concepts to their own national contexts rather than simply replicate another country's model. For the Syrian delegation, peer discussions with other countries provided concrete examples of how LMIS structures can operate under different institutional and resource conditions. The experience was followed by knowledge-sharing and technical discussions with national institutions in Syria.
Innovation	A key innovative element was bringing together several Syrian institutions responsible for different parts of the labour market information ecosystem within the same peer-learning process. Rather than treating LMIS as a purely statistical system, the initiative connected data production, institutional coordination, employment services and policy use. Cross-country learning allowed the delegation to compare different solutions and identify elements relevant to Syria's institutional context. The approach also linked international peer learning with national follow-up, helping translate knowledge gained through the programme into discussions on labour statistics, LMIS development and evidence-based labour market policy.
South-South sustainability	Sustainability is supported by the institutional composition of the Syrian delegation. Participants represented several national institutions with responsibilities for labour market statistics, employment and policy, allowing knowledge to be retained and shared beyond individual participants. Following the programme, knowledge-sharing and follow-up discussions continued with national counterparts, including on LMIS and labour statistics. The experience also supports ongoing cooperation between the ILO and Syrian institutions on labour market information, capacity development and the Labour Force Survey. This creates opportunities to progressively integrate lessons from South-South exchange into national systems and future institutional capacity-building activities.
South-South adaptability	The approach can be adapted to other countries seeking to strengthen fragmented or developing labour market information systems. Its main requirement is the participation of institutions responsible for statistics, employment, labour administration and policy, combined with access to peer countries willing to share practical experiences. The model does not require countries to replicate the same LMIS

	structure. Instead, it allows participants to compare different approaches and identify elements suited to their own institutional and resource context. A multi-institutional delegation, structured peer exchange and a national follow-up mechanism are important conditions for successful adaptation.
South-South result	The initiative strengthened the technical understanding of LMIS among participating Syrian institutions and provided practical exposure to different international approaches to labour market information. It supported the preparation of an LMIS Roadmap and Action Plan and strengthened links between labour market statistics, institutional coordination and policy use. The programme also created a basis for continued knowledge-sharing within Syria and informed ongoing discussions on strengthening national labour market information, Labour Force Survey implementation and evidence-based employment policies.
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Funding sources	The participation of the Syrian delegation was supported through ILO programmes PROSPECTS and DAR resources, with the training and technical exchange delivered by the International Training Centre of the ILO (ITCILO) in cooperation with ILO technical specialists.
Materials and web-links	ITCILO Labour Market Information Systems training materials and technical resources; country exercises and peer-learning materials; LMIS Roadmap and Action Plan developed through the learning process; and follow-up knowledge-sharing materials related to labour market statistics and LMIS development in Syria.