



International
Labour
Office
Geneva



Localizing the Decent Work Agenda

through South-South
and City-to-City Cooperation

Department of Partnerships and Field Support
International Labour Office

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Foreword

Cities, local and regional governments today are at the forefront of development efforts. They provide fertile ground for the promotion of local economic development (LED) and drive change. With in-depth understanding and awareness of the challenges, concerns and opportunities facing their communities, local authorities play a central role in constructing inclusive and participative decision-making processes that ensure the well-being of their citizens.

The ILO builds on the vision that local actors are important contributors to employment creation, social protection and the protection of fundamental principles and rights at work. In this view and in order to localize the Decent Work Agenda (DWA), the ILO signed a cooperation agreement with the World Organisation of United Cities and Local Governments (UCLG) in 2012. Working together, the two organisations improve local actors' capacities through South-South and City-to-City Cooperation and projects focusing on employment creation, local economic development and formalization of the informal sector. Peer-to-peer exchange activities help build the capacity of local authorities for effective policy making, development planning and strategy implementation.

City-to-City Cooperation (C2C), within the framework of South-South and Triangular Cooperation (SSTC), provides an innovative means for cities to develop local solutions to often global issues, with local authorities acting as change-makers in their communities.

Local authorities also play a hands-on role in the international development agenda as they carry out international advocacy strategies to influence policy and are key actors in implementing decisions that are made internationally – and which impact their communities directly. The current juncture – including the implementation of the recently adopted Sustainable Development Goals (SDGs), the Sendai Framework for Disaster Risk Reduction, and the preparatory process towards the Habitat III Summit in October 2016 – provides unique opportunities for local authority engagement. Not only will they be vital stakeholders in efforts to achieve internationally agreed development goals and sustained progress on the ground, they are also essential actors in helping to mainstream the Decent Work Agenda at the local level. Much of the ILO's work with local authorities on technical cooperation projects seeks to boost local economic development and promote decent work objectives,

including fundamental principles and rights at work, employment creation, social protection, and social dialogue.

The ILO and UCLG have undertaken a number of joint activities that seek to improve local actors' capacities through South-South and City-to-City Cooperation. These include peer-learning activities that bring together counterparts from different cities who bring a range of perspectives and experiences that enrich one another and which can promote partnerships for current and future common challenges.

Localizing the Decent Work Agenda calls for the involvement of many actors, including international city networks, workers' and employers' associations, international organisations, academic institutions, local social actors, and development partners. Further action is needed to foster decent work objectives at the local level. City-to-City Cooperation, within a South-South and Triangular Cooperation framework, provides

a productive platform for the identification of common challenges and practical policy transfer, and contributes to building the capacity of municipalities to reach these objectives and to enhance local economic development.

In order to seize the historic opportunities at hand, including the recently adopted Sustainable Development Goals, local governments must be enabled to play their essential role in efforts to achieve the Sustainable Development Goals. We therefore hope that this publication will help raise the profile of cities, local and regional governments as drivers of change, and encourage effective collaboration amongst cities to share and promote the diversity of effective, inclusive and sustainable solutions and strategies that cities can provide.

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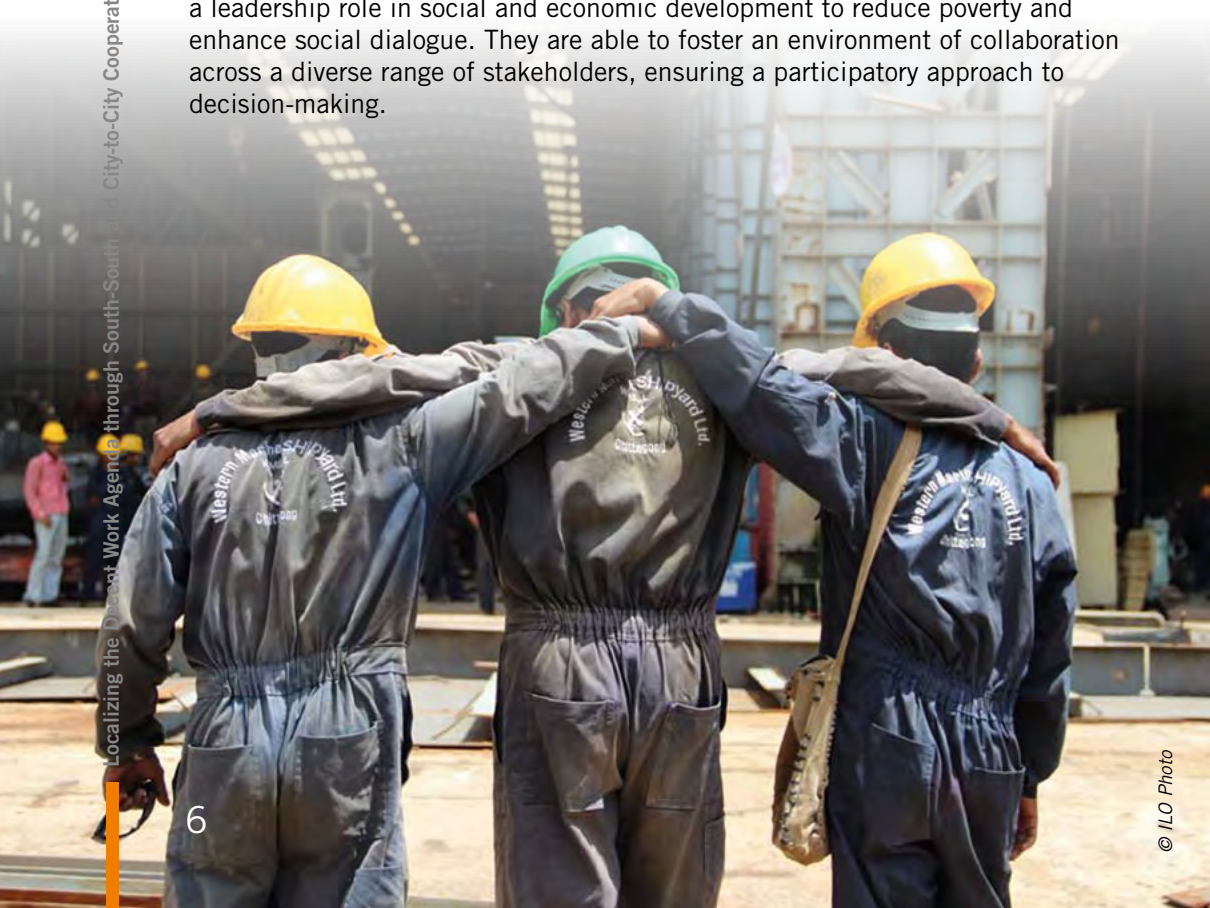
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Localizing the Agenda: SSTC platform for cities and decent work

Increasingly, cities and towns are drivers of change, often at the forefront of addressing global challenges related to globalization, growing urbanization, climate change and increasing inequalities. National development is considerably dependent on processes that occur at the local level; in this regard the need for localized approaches to decent work has gained importance. As the level of government closest to the people they serve, Cities, Local and Regional Authorities (CLRA) have in-depth understanding and awareness of the challenges, concerns and opportunities facing their communities and can play a leadership role in social and economic development to reduce poverty and enhance social dialogue. They are able to foster an environment of collaboration across a diverse range of stakeholders, ensuring a participatory approach to decision-making.



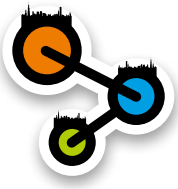
Decent Work an enabling cities to promote work

In the context of globalization, local development has become critical because the local context largely determines the social and economic well-being of the population. In this regard, City-to-City Cooperation and initiatives are considered as an important means of promoting local economic and social development (LED) that promote human progress. Economic sustainability is ensured through LED and a bottom-up approach to employment. City-to-City Cooperation is often enabled and supported through South-South and Triangular Cooperation (SSTC).

Definition of City-to-City Cooperation

City-to-City Cooperation is varied and takes many forms. It falls within the framework of decentralized cooperation, where forms of South-South, and South-South and Triangular Cooperation partnerships are contributing to strengthen forms of decentralized governance. For many decades, local governments have had exchanges in which they learn from each other and build their capacities and effectiveness in order to improve the well-being of their communities. Such cooperation brings together diverse stakeholders with a wide range of focus areas. Increasingly recognized by the international donor community as an effective form of development cooperation, it serves to contribute to reduce poverty, promote local economic development and creation of employment opportunities. Taking place between local governments and their communities, C2C often occurs at the technical level, providing a forum for exchange between politicians and technicians, where the focus is not on profit-making but rather serving the public. C2C falls between national and international modes of cooperation.

Source: United Cities and Local Government



The importance of decent work

Decent work is both a universal global concern and a key objective to be achieved at the local level, necessitating effective cooperation at the local, national and international level; however, there are numerous difficulties in implementing the Decent Work Agenda. In many parts of the world, enormous challenges persist, including youth unemployment, child labour, forced labour, discrimination, informality, a lack of workers' rights, gender inequality, and inadequate social protection, amongst many others. The quest for more and better jobs is a global common denominator for any local authority in both developing and developed countries.

Decent work addresses the economic, social and environmental dimensions of sustainable development as jobs connect people to society, the economy and the environment. Development happens through decent jobs as they provide individuals, families and communities with the means to meet their social and economic needs and aspirations, improve their lives and create choices and opportunities. Where jobs are scarce there is less growth, less security and less human and economic development. The creation of decent jobs is critical to poverty eradication and provides the foundation for equitable, inclusive and sustainable economic transformation; it is for this reason that decent work should be placed at the heart of the UN's development agenda, and mainstreamed across internationally agreed goals as a means to promote social justice and respect for human rights, human dignity and the end of inequalities.

Progression of SSTC in recent years

While cooperation between developing countries has existed as part of development cooperation since the 1970s, it is only in the course of the past ten to fifteen years that South-South and triangular cooperation has gained considerable traction as an effective development tool. The importance and relevance of SSTC has been recognized and reaffirmed by several major United Nations (UN) conferences, including:

- The High-level United Nations Conference on South-South Cooperation held in Nairobi in December 2009, which requested UN system organisations to make additional efforts to ensure that they meet Member States' expectations regarding support for such cooperation.
- The Nairobi Outcome Document,¹ endorsed by the UN General Assembly in 2010, provides the most comprehensive and far-reaching definition of SSTC in the framework of the UN system.

¹ <http://southsouthconference.org/wp-content/uploads/2010/01/GA-resolution-endorsed-Nairobi-Outcome-21-Dec-09.pdf>

As part of the UN system, the ILO has been drawing on this particular definition of SSTC, adapted as follows in view of the ILO's particular mandate: "SSTC involves initiatives in the social, economic, environmental, technical and political fields, and in this perspective it can be a useful tool to engage social partners from developing countries to promote the Decent Work Agenda through development cooperation".

- In March 2012, the Governing Body (GB) of the ILO adopted an SSTC strategy entitled "*South-South and Triangular Cooperation: The way forward*",² reaffirming that SSTC is paramount to the mainstreaming of the Decent Work Agenda (DWA).³ The indicators were adopted during the GB session in November 2012. India, Brazil and South-Africa (IBSA) signed two joint declarations (2010 and 2012) to reaffirm their commitment to SSTC and the DWA, and an IBSA tripartite Working Group on Decent Work was set up to promote exchanges in the area of decent work and South-South Cooperation initiatives and to foster dialogue between IBSA governments, workers and employers. In June 2012, the ILO and the Government of China signed a partnership agreement to promote technical cooperation with a focus on South-South initiatives.
- The High-level Committee of the General Assembly on South-South Cooperation held in May 2014⁴ reaffirmed the important linkages between the promotion of this type of horizontal cooperation between developing countries and the Post-2015 Development Agenda.

A number of recent high-level meetings have drawn attention to the transformative role that SSTC can play in terms of implementation of the Sustainable Development Goals (SDGs) of the Post-2015 Development Agenda, and the need to scale up global support for SSTC in order to harness this potential.⁵

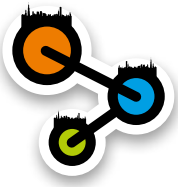
In addition, the ILO has been engaged in several projects involving SSTC arrangements to address issues such as child labour, social security, employment

2 http://www.ilo.org/wcmsp5/groups/public/@ed_norm/@relconf/documents/meetingdocument/wcms_172577.pdf

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

4 <http://ssc.undp.org/content/ssc/news/events/HLC18thSession.html>

5 High-Level Meeting on South-South and Triangular Cooperation, Dhaka, Bangladesh, May 2015; and High-level Multi-stakeholders Strategy Forum: "Scaling-up Global Support for South-South and Triangular Cooperation in the Context of the Post-2015 Development Agenda", August 2015.



intensive investments, green jobs, combating forces labour, promoting youth employment, expanding social and solidarity networks to countries of the south and capacity-building of constituents.

The Latin America and the Caribbean Free of Child Labour Regional Initiative

The Regional Initiative is a commitment by the countries in the region to accelerate the process towards the elimination of child labour with the goals of eliminating the worst forms of child labour by 2016 and the complete elimination of child labour by 2020. The initiative represents an innovative cooperation instrument to consolidate and sustain progress achieved, ensuring the full exercise of children and adolescents' rights in the region. It brings together wide and varied experience of cooperation, including at the regional level, South-South Cooperation and City-to-City Cooperation, to accelerate and intensify child labour prevention and elimination by strengthening institutional coordination within and among sectors and the different levels of government. It provides a platform for the effective exchange of good practices, lessons learned and meaningful experiences in combating child labour among the countries in the region.

More information is available online: http://www.ilo.org/ipec/Informationresources/WCMS_IPEC_PUB_25235/lang-en/index.htm.

Fostering City-to-City Cooperation through a South-South and Triangular Cooperation approach to promote the Decent Work Agenda

City-to-City Cooperation is increasingly recognized by the international donor community as a form of development cooperation. It is a useful tool in implementing LED and decent work strategies and achieving development objectives at the local level. This form of cooperation between peers is growing, bringing cities to work together on issues of common interest and to exchange knowledge on a peer group basis, as well as to transfer successful practices to new contexts.

City-to-City Cooperation has been increasingly linked to, and has benefited from, the practice of South-South and Triangular Cooperation as an innovative

means to develop local solutions to often global issues.⁶ SSTC constitutes an exchange among equals, the identification of innovative practices, and promotes collaborative initiatives at the national, regional and interregional levels⁷ (see box on page 10 for key elements of this practice).

Local authorities can be seen as essential actors in SSTC and City-to-City Cooperation as they are those who are in direct contact with the needs of the people and those that implement the public policies that affect them the most. SSTC enables Southern countries and Southern cities to benefit from experiences developed in similar contexts, and therefore better adapted to their realities.

Cities are playing an increasingly stronger role in labour policies and the promotion of decent work. Many cities in the South, within the framework of decentralization, are experiencing dynamic change. Many Southern governments, following the principle of subsidiarity – where decisions are being taken as closely as possible to the citizen – are engaging local investment through municipalities in order to enable local economic development, procurement and employment. The experience gathered at the local level is not only of a technical nature, but is also political.

Using an SSTC approach, local authorities from the South are able to make use of strategic partnerships to share knowledge, experiences and good practices. SSTC also supports capacity development and technology transfer; such partnerships and initiatives have helped CLRAs to build their capacity and to provide their population with decent jobs. Concrete examples of how SSTC has supported cities and provided them with access to capacity building and other tools to further advance localization of the Decent Work Agenda is discussed in Section 4.

The ability of countries to attain higher levels of growth and achieve a better quality of life for their population greatly depends on the capacity and potential of their local authorities to put in place conditions for the creation of quality jobs, provide services and guarantee the rights of their population. In order to fully tap into the potential of cities and towns as engines of economic development – and to ensure long-term sustainability – attention must be given to employment generation, improvement of working conditions, enterprise development, and supportive labour policies at the local level.⁸

6 See, for example: ILO (2013) “City-to-City and South-South and Triangular Cooperation” http://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/publication/wcms_222208.pdf

7 See, for example: ILO (2014) “How-to Guide on South-South and Triangular Cooperation and Decent Work” http://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/publication/wcms_315233.pdf

8 See, for example: “A Multi-Sectoral Approach to Decent Work in the Urban Economy”, produced by the ILO’s Sectoral Activities Department, available at: http://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---sector/documents/publication/wcms_162876.pdf



SSTC: An enabling platform for City-to-City Cooperation and promotion of the Decent Work Agenda at the local level

South-South Cooperation is complementary to traditional North-South relationships, and incorporates the idea that “through a spirit of solidarity, developing countries can provide sustainable solutions to their own problems and at lower cost”. South-South and Triangular Cooperation (SSTC) has become an essential tool to engage social partners from developing countries to promote the Decent Work Agenda, involving initiatives in the social, economic, environmental, technical and political fields. It enables Southern countries to benefit from experiences developed in similar contexts, and therefore better adapted to their realities. In this context, the ILO plays an important role not only as a channel of support, but also as a means for maximizing the financial, logistical and technical resources needed for these partnerships.

The core principles of SSTC lead the stakeholder countries to a higher level of commitment and self-confidence; this, combined with the fact that cooperation is more aligned with development partners’ priorities and needs are key to guarantee greater sustainability of project and programme results. By learning from other Southern countries, they become more motivated to develop their own solutions, adapt them, and pass them to other Southern countries. The latter represents a comparative advantage of SSTC, as it facilitates the collection of good practices that can be later adapted and improved for implementation in a different country.⁹

9 See UN-NGLS interview with Anita Amorim, Head, Emerging Partnerships Unit-PARDEV, ILO, on South-South and Triangular Cooperation and its role in the post-2015 development agenda, May 2014 (available at www.un-ngls.org).

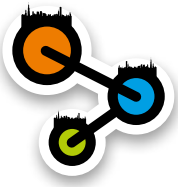


Constituent elements of SSTC:

- Sharing of knowledge and experiences, training and technology transfer;
- Taking in initiatives in the social, economic, environmental, technical and political realms;
- Manifestation of solidarity;
- Egalitarian partnership based on solidarity, on the sharing of knowledge and experience, and on training and technology transfer;
- Tripartism and the building of consensus and cooperation between the actors;
- Social dialogue;
- Shared interest;
- Emerges out of a socio-economic demand;
- Respect for autonomy, peculiarities and priorities at national level;
- Cross-cutting nature of actions and objectives; and
- Strengthening of knowledge.

Source: Pereira Morais, L. 2014, Chapter 4 "Social and Solidarity Economy and South-South and Triangular Cooperation in Latin America and the Caribbean: Contributions to Inclusive Sustainable Development", in *Campinas 2014 Social and Solidarity Economy: Towards Inclusive and Sustainable Development*, International Training Centre of the International Labour Organization, 2014, p. 91, available at: <http://socialeconomy.itchilo.org/en/readers>.

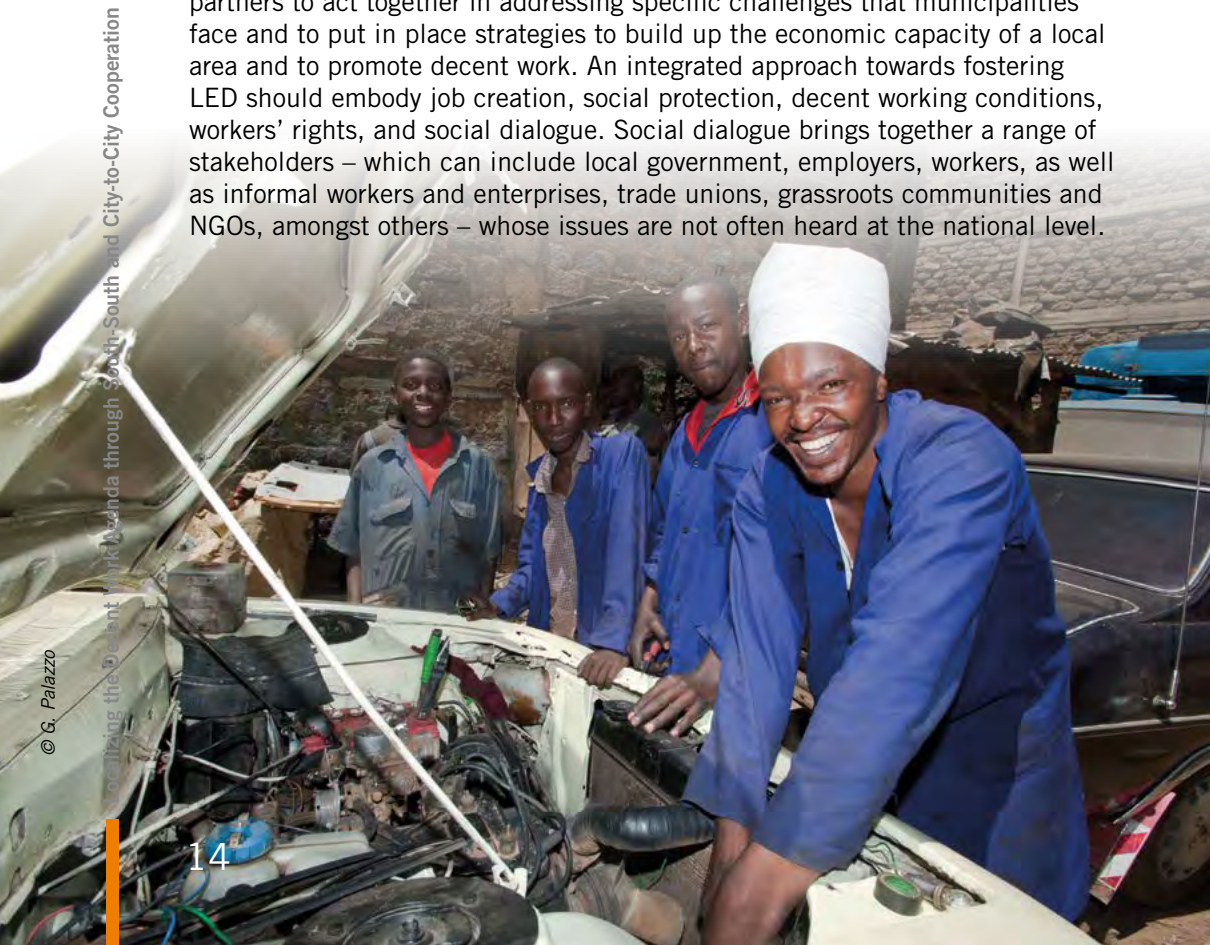




Bottom-up approaches are needed to promote international development

Since 2007, more than half of the world's population lives in cities. At the current growth rate, the world population is set to reach 9.6 billion by 2050, when seven out of 10 people will be living in cities. Much of the urban growth will be taking place in countries of the South, which are least equipped to cope with the demand for adequate housing, decent jobs, infrastructure and basic urban services. Development should not only be addressed at the international or national level through “top-down” approaches, but must also be addressed through a “bottom-up” approach. Often, challenges that municipalities face are difficult to be included and addressed in less context-specific dialogues at the national level. Local authorities are well placed to tailor development policies that consider the local context – including economic, social, political and cultural factors – as well as the strength and resources of the region, in order to respond to their needs and to ensure long-term sustainability of economic development that benefits the local population.

Consultative and collaborative processes at the local level are needed to enable partners to act together in addressing specific challenges that municipalities face and to put in place strategies to build up the economic capacity of a local area and to promote decent work. An integrated approach towards fostering LED should embody job creation, social protection, decent working conditions, workers' rights, and social dialogue. Social dialogue brings together a range of stakeholders – which can include local government, employers, workers, as well as informal workers and enterprises, trade unions, grassroots communities and NGOs, amongst others – whose issues are not often heard at the national level.



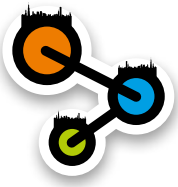
*“ Wherever they
are established, local
governments perform three
broad roles:*

*They provide the voice,
leadership and ‘strategic vision’
for their community;*

*They provide or organize local
public services essential for
people’s well-being;*

*They act as catalyst and drivers
for the local development
process. ”*

Source: UCLG Policy Paper: Development Cooperation and Local Government, available at: http://issuu.com/uclgcglu/docs/eng_book_web.



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Localizing the Work Agenda: provided by th

Local authorities have a hands-on role to play in the international development agenda as they carry out international advocacy strategies to influence policy and are key actors implementing decisions that are made internationally – and which impact their communities directly – thereby effectively promoting the localization of development.

The current juncture provides a number of timely and important opportunities for local authorities to promote the Decent Work Agenda at the local level through SSTC, and to contribute to mainstreaming decent work across the main topics of the international agenda, namely the implementation of the Sendai Framework for Disaster Risk Reduction, adopted in March 2015; the Sustainable Development Goals adopted in September 2015; the United Nations Climate Change Conference, COP21, in December 2015, whose objective is to achieve a legally binding and universal agreement on climate; and the New Urban Agenda that will be agreed during the Habitat III Summit taking place in Quito, Ecuador, in 2016.

These intergovernmental processes have identified local authorities as key stakeholders, considering them one of the main players globally and identifying them as the locus for change through policy and action. Local authorities are able to bring the perspectives of their cities and regions to these discussions to help inform policy making; and they are critical players in implementation efforts of internationally agreed objectives for development, poverty reduction and access to decent work. Strong, well-governing and effective local governments are critical to ensuring economic development that is inclusive and sustainable, providing access to decent livelihoods for all members of their communities.

Lessons learned from implementation of the Millennium Development Goals (MDGs) show the pivotal role local governments have played in defining, implementing and monitoring the goals in their communities which has helped foster broad-based ownership, commitment and accountability, bringing about concrete results on the ground.

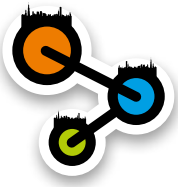
global Decent Opportunities in the current context

Post-2015 Sustainable Development Goals

The Post-2015 Development Agenda includes 17 Sustainable Development Goals (SDGs) that together outline a transformative agenda for sustainable development by 2030; localization of these goals will be critical to their successful implementation. SSTC can be leveraged as a tool both for promoting horizontal cooperation and exchanges between countries through capacity development, knowledge transfer, sharing of experience and good practice, and inter-regional cooperation, as well as supporting localization of the SDGs through City-to-City Cooperation as they pertain to local economic development and decent work objectives.

Many of the SDGs are relevant to local authorities and for the promotion of local economic development. In particular is Goal 8 on promoting “sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”. Target 8.3 encourages the promotion of development-oriented policies that support productive activities and decent job creation, while target 8.5 calls for achieving by 2030 full and productive employment and decent work for all women and men, including for young people and persons with disabilities. Other targets include reducing the proportion of youth not in





employment, education or training (8.6); taking measures to eradicate forced labour and secure the prohibition and elimination of the worst forms of child labour by 2025 (8.7). Goal 8.b calls for developing and operationalizing a global strategy for youth employment and implementing the Global Jobs Pact of the ILO. Goal 11 is to make cities and human settlements inclusive, safe, resilient and sustainable, which includes the economic and social integration between urban, peri-urban and rural areas by strengthening national and regional development planning. Local authorities will be vital stakeholders in efforts to achieve these goals.

Other important goals for local authorities are the end of poverty (Goal 1); the end of hunger (Goal 2); healthy lives (Goal 3); education (Goal 4) with a specific target on skill development for youth and adults, including technical and vocational skills, for employment, decent jobs and entrepreneurship; gender equality (Goal 5), which calls implicitly on the provision of decent work for women; decent industrial jobs and for a significant rise in industry's share of employment (Goal 9); reduction of inequality within and among countries (Goal 10); and the promotion of peaceful and inclusive societies (Goal 16), which addresses freedom of association. The preamble to the outcome document recognizes local authorities as partners in the renewal and planning of cities "to foster community cohesion and personal security and to stimulate innovation and employment".

Given the interconnections between the SDGs and local economic development priorities, local authorities will be central drivers for implementation of the SDGs. The achievement of inclusive sustainable development will depend on the coordination between national and local authorities, as well as political and financial support provided to the latter so they can develop and execute the necessary policies.

UCLG Global Taskforce of Local and Regional Governments for Post-2015 Agenda towards Habitat III

In 2013, Local and Regional Governments organisations launched a Global Taskforce (GTF) in order to build a joint strategy contributing to the international policy making debates within the framework of the Post-2015 Development Agenda and Habitat III. The Global Taskforce aims to debate key issues of the international development agenda from a local and regional government's perspective.

Information is available online: <http://www.gtf2016.org/>.

Habitat III

The Third United Nations Conference on Housing and Sustainable Urban Development aims to invigorate the global commitment to sustainable urbanization and to implement a “New Urban Agenda”, which envisages well-planned, well-governed, and efficient cities and other human settlements, with adequate housing, infrastructure, and universal access to employment and basic services such as water, energy and sanitation. The process leading to Habitat III is focusing on six themes:

social cohesion and equity; urban frameworks; spatial development; urban economy; urban ecology and environment; and urban housing and basic service.

UN Habitat III is linking the role of local authorities in promoting decent work as the mechanism to promote a new urbanization model, based on principles of equality and sustainability. In addition, local authorities play a key role in Habitat III as many of its goals rely on the services and policies implemented locally. Using City-to-City Cooperation for the exchange of expertise, good practices and practical experience in a range of areas (i.e. education, employment, housing, etc.) can further enable local authorities to make a significant contribution towards sustainable and inclusive urban development. The provision of social protection and social services, including social transfers and health coverage – coupled with the generation of decent work – can reduce the vulnerability of poor and excluded populations and promote inclusive cities;¹ and address issues related to the urban informal economy where many residents are excluded from public service delivery, formal labour markets, and the protection of state security.²

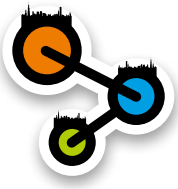
However, whether the international community can successfully deal with these challenges depends very much on the extent to which local economic development and the Decent Work Agenda are effectively integrated in the New Urban Agenda.



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1 Issue Paper 1 – Inclusive Cities: <https://www.habitat3.org/the-new-urban-agenda/knowledge>

2 Issue Paper 14 – Informal Sector: <https://www.habitat3.org/the-new-urban-agenda/knowledge>



Issue Papers for Habitat III

Issue Papers have been prepared by the United Nations Task Team on Habitat III, a task force of UN agencies and programmes, as well as several experts and organisations related to the different topics, working together towards the elaboration of a New Urban Agenda as part of Urban Dialogues. A number of these Papers highlight the role of local authorities in promoting sustainable urbanization. For example:

Issue Paper 6 – Urban Governance

“Local governments associations are key partners in promoting dialogue between local and national governments, strengthening a multilevel governance approach, identifying and communicating successful strategies applied at local level and establishing horizontal cooperation between local and regional governments at national and international levels”. This Paper also indicates that City-to-City Cooperation, based on North-South and South-South Cooperation, is a key driver for action in moving the Urban Agenda forward.

Issue Paper 12 – Local Economic Development

Issue Paper 12 acknowledges growing new responsibilities for local authorities in terms of decentralization, which also means there is an urgent need to develop local skills and capacity. LED strategies, the Paper argues, can help city leaders lay the foundations to long-term and resilient growth by empowering local actors, building capacity, and providing the tools to better manage cities. In addition, the Paper recognizes that decentralized cooperation, City-to-City and multilevel partnerships can strongly enhance the value and the sustainability of the strategies developed.



Issue Paper 13 – Jobs and Livelihoods

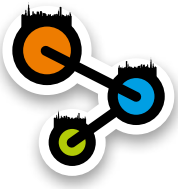
Issue Paper 13 emphasises that employment creation is fundamental to sustainable urban development. “Although urbanization is acknowledged as a major driving force, urban policy and investment are often weak or absent from national development strategies and sectoral policies for economic transformation”, the Paper suggests. In addition, national economic policies tend to focus on employment in general and do not link jobs to cities and towns.

Issue Paper 14 – Informal Sector

Urban authorities face multiple challenges in managing urban informal economies. Key elements to address the challenges of informality are strengthening the representation and voice of informal economy workers and formalization to reduce vulnerabilities and open access to key services, appropriate regulation, labour and environmental monitoring, licensing and taxation. Specific areas of action to promote formalization include: developing a good understanding of the informal economy in a given locality through collection and analysis of data; adopting tailored responses; prioritizing key spatial solutions; planning for social inclusion; building partnerships; and drawing on good practices.

The Issue Papers are available online:

<https://www.habitat3.org/the-new-urban-agenda/knowledge>.



The Sendai Framework for Disaster Risk Reduction 2015-2030

The Sendai Framework for Disaster Risk Reduction 2015-2030³ – the international framework for disaster risk reduction adopted in Japan in March 2015 – is the first major agreement of the Post-2015 Development Agenda, with seven targets and four priorities for action. The Framework strives for the substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries.

The voluntary, non-binding agreement recognizes that local authorities have a crucial role to play in disaster risk reduction, particularly in mitigating risks and adapting to existing and emerging threats facing their cities.⁴ Local authorities are the first level of response when a disaster strikes, yet many local authorities lack financial, institutional and technical capacities to be able to fully respond, especially in vulnerable areas in Asia-Pacific, in Africa and in Latin America.

In post-disaster settings, local authorities are pivotal in terms local economic recovery, which includes job recovery; rehabilitation of basic services and production; reestablishment of local commercial network; and fostering enabling conditions for long-term reconstruction. During the post-crisis phase, efforts are necessary to enhance social protection. Such measures could include creating emergency temporary jobs or cash for work schemes, etc. In addition, employment-friendly recovery investments are essential, including labour-intensive methods, local materials and local contracting. Section 3 details case studies of ILO's engagement with local communities in such settings.

Decent work approach needed for disaster risk reduction

The goal of decent work provides a solid basis on which governments can establish and reinforce the engagement of social partners, businesses and agents of local economic development in disaster risk reduction. Collective preparedness and enhanced capability to respond and recover are essential to disaster resilience, requiring actors at all levels of society to participate and share responsibility.

Strategies put in place must ensure action to secure the jobs and livelihoods that allow people to live in dignity, along with the establishment and enlargement of social protection systems. This can be achieved through better regulation, innovative partnerships, specific incentives and mechanisms of cooperation with local communities, supported by appropriate government policies.⁵

3 <http://www.unisdr.org/we/coordinate/sendai-framework>

4 Issue Paper 17- Cities and Climate Change and Disaster Risk Reduction: <https://www.habitat3.org/the-new-urban-agenda/knowledge>

5 http://www.ilo.org/global/about-the-ilo/who-we-are/ilo-director-general/statements-and-speeches/WCMS_350871/lang--en/index.htm

Climate change and disaster risk reduction

Urban areas are exposed to both the impacts of climate change and disaster risks, which seriously affect the health and well-being of the population; the broad engagement and participation of all urban stakeholders is necessary for an effective, accountable and transparent decision-making, implementation and action. There is an urgent need to further engage local authorities in the preparation and implementation of climate policies, along with strengthened partnerships to accelerate local and sub-national climate action.

Through global multi-stakeholder initiatives, such as the Compact of Mayors, UNISDR's Making Cities Resilient Campaign, ITU's Initiative on Smart and Sustainable Cities, C40 Cities Climate Leadership Group, the UNEP and UN-Habitat partnership for Greener Cities, and others, local authorities are raising awareness and ambition, engaging in advocacy and providing leadership in climate action and disaster risk reduction.⁶

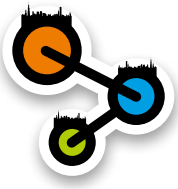
The role of local authorities in promoting healthy cities

Securing proper health conditions for workers is an important aspect of urban poverty alleviation as the poorest strata of urban workers bear the brunt of occupational health problems and environmental risks as they are least protected. A multitude of workers – including waste pickers, construction workers, domestic workers, street traders and agricultural workers, amongst others – face numerous health- and safety-related problems, ranging from sickness, accidents, disability, premature retirement and premature death. These factors can have a serious impact on their livelihoods, and large numbers of such workers do not have access to proper health care, protection against illness, accident or old age, and other types of social protection.

Local authorities and other actors have an important role to play by supporting the organisation of workers, by recognizing the importance of their work, and by raising social awareness of their work and contributions to society. This has led to the improvement of health and safety conditions.

Source: Comaru, F. and Werna, E. "The health of workers in selected sectors of the urban economy: Challenges and perspectives", ILO Sectoral Activities Department Working Paper No. 228, 2013, available at: http://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---sector/documents/publication/wcms_208090.pdf

6 Issue Paper 17 – Cities and Climate Change and Disaster Risk Management: <https://www.habitat3.org/the-new-urban-agenda/knowledge>



A new global climate regime

The 21st Conference of the Parties (COP21) to the United Nations Framework Convention on Climate Change (UNFCCC) in Paris in December 2015 provides a critical opportunity to reach a legally binding and universal agreement on climate, with the aim of keeping global warming below 2°C. Achieving this goal requires advocacy and mobilisation of a range of actors, locally, nationally and internationally.

At present, climate change and environmental degradation pose significant challenges to economic growth and employment. Yet, if properly managed, climate change action can lead to more and better jobs, providing an opportunity to make cities more sustainable and resilient to climate change through green jobs and decent work.⁷

ILO green jobs and climate

The ILO initiated the Green Jobs Global Programme in 2009⁸ to promote opportunity, equity and a just transition to a green economy and inclusive growth for the world of work. The programme encourages governments, employers and workers to collaborate on generating coherent policies and effective programmes that will lead to decent work for all in a greener economy.

The Green Jobs Programme for Asia and the Pacific currently collaborates with ILO constituents in Bangladesh, China, Fiji, India, Indonesia, Malaysia, Nepal, Philippines, Sri Lanka and Thailand.⁹ The programme is implemented through technical cooperation projects supported by several donor agencies and the ILO.

Realizing the new Sustainable Development Goals, the New Urban Agenda, the Sendai Framework and action on climate change will require integrated social, economic and environmental strategies implemented at the local level. In addition, it will be essential to ensure coherence and synergies between these action platforms.

7 See <http://www.ilo.org/global/topics/green-jobs/areas-of-work/climate-change/lang--en/index.htm>. See also: "Decent Jobs in a Safe Climate": http://www.ilo.org/wcmsp5/groups/public/---ed_emp/--emp_ent/documents/publication/wcms_374304.pdf

8 <http://www.ilo.org/global/topics/green-jobs/lang--en/index.htm>

9 <http://www.ilo.org/asia/areas/green-jobs/lang--en/index.htm>





3

ILO's engage with local

ILO's work with cities and local authorities

For many years the ILO has been actively working with Cities and Local and Regional Authorities of Asia, Latin America, Africa, Central and Eastern Europe and the Middle East to engage them in technical cooperation projects focusing on local economic development and promoting decent work strategies. In many of these projects, local authorities are the major implementing actors; some of them have involved City-to-City Cooperation, often within a framework of South-South and Triangular Cooperation. Many of the programmes have been implemented in Asia, Africa and Latin America. In some cases, the ILO has worked in collaboration with other UN agencies such as UNDP, UN-Habitat, UNEP and others.

From June to August 2014, the Department of Partnerships and Field Support (PARDEV) of the ILO conducted in-house research to ascertain to what extent the ILO has been collaborating with local authorities on cooperation projects in which CLRA were involved and which were implemented locally. The research revealed that between 2000 and 2018, several ILO departments have been participating in projects that engage local authorities with over 70 projects developed, including 36 technical cooperation projects in Asia, 25 in Africa,



ment authorities

and 13 in the Latin America and Caribbean region. The number of technical cooperation projects has increased each year; in 2000 there were only 3 and in 2014, 18.

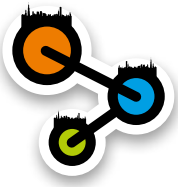
The main topics covered in these three regions include local and economic development, child labour, youth employment, promotion of small enterprises, social protection, green jobs, better work, and the informal economy. ILO's local, sub-regional and regional offices were largely involved in these projects.

ILO technical cooperation projects involving local authorities

For over 15 years the ILO has implemented programmes at the local level with the direct involvement of local authorities and stakeholders. This collaboration between the ILO and local authorities has helped cities, towns and rural areas in their efforts to have localized approaches to decent work and to achieve other development objectives. The following presents brief case studies of the ILO's engagement with cities and local authorities that help mainstream the Decent Work Agenda at the local level, and are presented under its four pillars: fundamental principles and rights at work; employment creation; social protection; and social dialogue.



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1) Ensuring fundamental principles and rights at work

ILO Training Workshop on Decent Work in Infrastructure Provision with implications for Local Economic Development, in partnership with UN-Habitat, Kiambu, Kenya (2015-2016)

The main objective of the workshop, held in connection with a joint ILO/UN-Habitat project in Kiambu, was to target a practical set of local activities and to build the capacity of local authorities on the Decent Work Agenda to enable them to integrate DWA into activities related to infrastructure and other elements of the built environment, including transportation, waste collection, waste processing



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schemes, construction of landfills. The main beneficiaries were local authorities of the Kiambu county government, senior technical officers and a youth group working on construction-related activities. Key activities undertaken centred on employment-generation in infrastructure for youth; promotion of decent work in infrastructure in local economic development; decent work in the infrastructure component of waste management; and how to best use revenues in infrastructure in tandem with the Decent Work Agenda. The main outcomes of the workshop included strengthened capacity of leaders and technical officers to take into account the DWA when dealing with their construction-related activities, an empowered and sensitized community, and a clean and healthy environment.

Promoting respect for informal workers' labour rights in Costa Rica, El Salvador and Honduras – the integration of municipalities in decent work strategies (2012)



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The main objective of this project was to improve and facilitate the access of workers from the informal economy to social protection and formalization, and to provide tools to government institutions to achieve decent work for all workers. The main beneficiaries included informal workers, local authorities and stakeholders in the business and trade union sector. Key activities involved

social dialogue through municipal tripartite roundtables; knowledge generation and

awareness-raising activities for all stakeholders; and capacity building, including through improving organisational capacity and training for entrepreneurs, that includes a gender perspective. The main outcomes included improved capacity of local governments to respond to the needs of informal workers, along with better relations between the authorities and informal workers; action plans jointly drafted with municipalities and with employer and worker sectors; the ability of informal workers to put new learning into practice and to share their experience and knowledge with others; and the exchange of experience, knowledge and good practices between the three municipalities and others (sub-regional seminars). The initiative is being replicated in the municipalities of San Salvador (El Salvador), San Pedro Sula (Honduras) and San Jose (Costa Rica), by extension of the project to its second phase. Through baseline studies, each municipality will adapt the methodology to its own reality. More information is available online: <http://www.ilo.org/sanjose/programas-y-proyectos/sector-informal/lang-es/index.htm>.

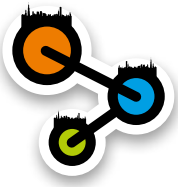
Decent work in the 2014 FIFA World Cup Brazil and future mega sports events (2013-ongoing)



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The main objective of this ILO initiative was to promote Decent Work in the FIFA World Cup in Brazil in 2014 during all of its phases (from construction of the arenas through to the event itself) and to provide a model for the promotion of decent work for future mega sports events (MSEs) and other mega events. The main beneficiaries of the initiative were vulnerable workers, including migrant workers; workers' organizations; trade unions; and employees' organizations. People vulnerable to unacceptable forms of work, such as child labour and commercial sexual exploitation were also beneficiaries. Four sectors were targeted: construction, tourism, commerce and textiles. The ILO initiative carried out key activities based on three pillars: strengthening of social dialogue involving workers, employers and the

government (local and national); capacity development activities for the promotion of decent work; and support to labour inspection. The main outcomes included fostering and building commitment towards decent work in all aspects of the MSE (construction, sponsors, licensees, workers during the event etc.); strengthened measures for ensuring occupational safety and health of workers; fostering respect of the rights of workers to organise and join trade unions of their choice; prompt and full payment of wages, etc. The ILO initiative supported the signing of two national commitments and six local commitments and led to at least eight cities which established Decent Work "Pacts". The initiative in Brazil has generated a model of intervention that has been implemented in preparation for the carnival in Salvador



2015, and the 2016 Olympic Games in Rio. The ILO is designing a manual, “Promoting Decent Work during Mega Sporting Events” to support others interested in implementing the model.

Elimination of Worst Forms of Child Labour (WFCL) in Seasonal Hazelnut Agriculture in Turkey (2012-2017)



The main objective of the project is to contribute to the elimination of the worst forms of child labour (WFCL) in seasonal agriculture in hazelnut harvesting in Ordu, Turkey. The project is implemented jointly by the Ministry of Labour and Social Security of Turkey and the ILO, within Turkey’s National Time-Bound Policy and Programme Framework (TBPPF), which aims to eliminate the

worst forms of child labour by 2015. The project was initially supported through cooperation between the Government of the Netherlands and the ILO; in June 2014 the ILO and the Association of Chocolate, Biscuit and Confectionery Industries of Europe (CAOBISCO) signed a public-private partnership agreement (PPP) for a one-year extension of the project. The main beneficiaries are working children exposed to WFCL, children at-risk of such work, and families of seasonal agricultural workers. Key activities include capacity building to improve the capacity of local governments and public institutions in planning, managing, coordinating, monitoring and implementing activities for the elimination of WFCL; establishment of an effective withdrawal and prevention mechanism for the WFCL in seasonal agriculture in hazelnut production and implementation of the mechanism at the local level; and an awareness-raising strategy towards the general public, families, employers, and other intermediaries. The main outcomes include a strategic intervention model that enhances local and national capacities, provides direct support for children and families, and raises awareness in compliance with the TBPPF. The project also contributed to the strengthening of local governance capabilities, democratic institutions, and enhances the capacity for enforcing the rule of law. A monitoring mechanism for child labour in seasonal agriculture will be further developed. The new phase will cover Sakarya, Düzce and Sanliurfa provinces in addition to Ordu for the period of 2015-2017.¹

¹ Further information is available online: http://www.ilo.org/ankara/projects/WCMS_373426/lang--en/index.htm See also: http://www.ilo.org/pardev/news/WCMS_247466/lang--en/index.htm

Indonesia: Addressing hazardous work of children in Jermal fishing in North Sumatra (district of Langkat, Deli Serdang, Simalungun, Asahan and Labuhan Batu) (1999 – 2004, with monitoring activities from 2004-2009)

Children employed in jermal fishing face the worst forms of child labour (WFCL) as they are exposed to fatal and life-threatening accidents, drowning and violence. The main objectives of the project in North Sumatra were to strengthen the capacity of national and community level agencies and organizations to plan, initiate, implement and evaluate action to prevent and

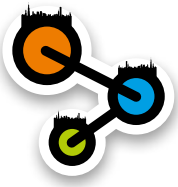


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progressively eliminate child labour; to remove all children involved in hazardous work from jermal fishing; to prevent children at risk from entering such work; and to improve the income earning capacity of adult family members, particularly women, through social protection schemes. The main beneficiaries were children employed in jermal fishing, children at risk of being employed, and their families. Key activities included awareness raising activities about rights of children and harmful practices in the affected communities; capacity building and training of relevant stakeholders so that they could better address child labour issues; social dialogue to ensure ownership of the project; monitoring activities by local authorities, labour inspectorate, NGOs and other partners; social protection schemes for women heads of households through the provision of community-based services, livelihood assistance, and micro finance. The main outcomes included a decrease in number of children in hazardous work; children at risk were prevented from entering hazardous work; a change of attitude and behavior at the community level through awareness-raising; improved capacity and strong partnerships between relevant governmental departments, workers' and employers' organisations, NGOs, the local community, the working children and their families; effective child labour monitoring applied by local partners. The project has been replicated in ten other districts/municipalities in North Sumatra Province.²

² More information is available online:

http://www.ilo.org/ipecc/informationresources/WCMS_IPEC_PUB_23100/lang-en/index.htm



2) Creation of employment and sustainable enterprises

Strengthening of inland tourism and sustainable decent jobs in Quang Nam, Vietnam (2011-2013)



© ILO/DeLoche

The main objective of this project was to contribute to gender sensitive pro-poor and pro-jobs development in Quang Nam, Vietnam, through the creation of decent jobs in tourism in rural areas. The main beneficiaries were local people in the inland areas and business owners/small and medium entrepreneurs who work as hospitality operators. Key activities included skills

training for local people (e.g. tour guides, travel industry and hospitality services) and support in local product development and branding (brocade weaving, etc.). The project gained an understanding of target beneficiaries' needs and capacity to ensure their active participation as well as to design and implement suitable interventions; it also sought to ensure that the approach was both replicable and sustainable. The main outcomes included provincial economic growth and poverty reduction through the creation of livelihoods based on community-based tourism (CBT). A community-based infrastructure operation and maintenance handbook was developed to enhance the role of the community in increasing effectiveness, empowering local people and their authorities in decision-making, investment planning, resource mobilization for implementation, etc.³

Building bridges with papaya: Local empowerment through economic development, Sri Lanka (2011-2012)

The main objective of the Local Empowerment through Economic Development (LEED) project was to stimulate local economic growth and livelihood recovery by assisting small producers to organise and build their capacity through the establishment of a cooperative. The main beneficiary was a newly resettled farming community in the post-conflict region of northern Sri Lanka. Key activities included identifying cultural gaps and differences between communities in the north and the south of Sri Lanka; developing a common understanding among participants and supporting dialogue; understanding the terms of trade between northern and southern businesses and producers and power structures to establish inter-regional dialogue; establishment of

³ More information is available online:
http://www.ilo.org/hanoi/Whatwedo/Projects/WCMS_205824/lang--en/index.htm

partnerships between institutions and individuals from a wide variety of backgrounds to create fair market linkages, improve livelihoods, and build bridges between disparate communities. The main outcomes included the building up of the capacities of northern producer organizations and micro-, small- and medium-enterprises (MSMEs) to make them more competitive with southern-based businesses in Sri Lanka, and social protection for women as the project included female farmers, many of whom were widows, who were linked together through the cooperative that was created. This initiative has been replicated by other farmers' groups.⁴



© ILO/Perera

Alternatives to Migration: Decent Jobs for Filipino Youth (2009-2012)

The main objective of Decent Jobs for Filipino Youth project – funded by the Government of Spain, in partnership with the ILO and UN country team agencies UNICEF, UNFPA and IOM – sought to strengthen policy coherence to improve the employment situation for youth, and to provide them with alternatives to migration. The main beneficiaries of the project were disadvantaged Filipino youth in the provinces of Antique, Masbate, Agusan del Sur, and Maguindanao. The project sought to reach at least reach at least 10,000 of these youth. Key activities included the training of 88 representatives of local government of four pilot provinces on local economic development to establish or strengthen their LED team, craft policy papers for local legislation, and to incorporate programmes and projects on youth employment in local plans; the training of 88 local partners on Start and Improve Your Own Business (SIYB) to provide entrepreneurship training to disadvantaged youth; and the forging of partnership agreements forged to provide on-the-job training, post-training services, and employment opportunities to disadvantaged youth undergoing entrepreneurship and technical vocational skills training.



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The main outcomes included improved policy coherence and implementation on youth employment and migration through full stakeholder participation; increased access to decent work for young women and men; and access to more inclusive basic education, life skills and career guidance.⁵

4 More information is available online: <http://www.ledknowledge.org/UserFiles/UserAdmin/File/Document-Blog/Aci%20case%20study%20Sri%20Lanka.pdf>

5 More information is available online: http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-manila/documents/article/wcms_192037.pdf



Upgrading an unplanned urban settlement: Hanna Nassif, Dar es Salaam, Tanzania (initial phase 2000, second phase in 2004)



© ILO/M. Crozet

The main objective of the demand-driven project was increased employment opportunities for vulnerable families, and improved living and working conditions for the urban poor through community-based and other small-scale enterprises in service delivery (drinking water supply and drainage facilities in the community in an initial phase, followed by solid waste services in the second phase). The main beneficiaries were inhabitants in the low-income community of Hanna Nassif in Tanzania and involved partnerships with the local authority, and multiple relationships between local authorities, elected leaders, enterprises, waste collection workers and waste pickers, households and local businesses. Key activities included community contracting and self-management (including planning

and monitoring) of the project with support from the technical assistance team that had been seconded by the city council. The main outcome was a pro-poor approach to service delivery systems at municipal level, which ensured job creation, social protection and adequate representation of poor women and men, and also improved the urban environment. Given the relevance and effectiveness of the approach, many other municipalities in Tanzania sought to replicate the project, and local authorities in Kenya and Uganda also expressed interest. In response, an ILO technical support programme was launched to strengthen employment promotion in municipal service delivery in East Africa.⁶

ILO “Reconstruction with employment” response to the earthquake and tsunami in Chile (2010)



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In February 2010 Chile was struck by one of the biggest earthquakes and tsunamis in history, affecting a significant part of the country with a major impact on people's living conditions, public and private infrastructure, economic activity and employment. The main objective of the project was to provide support to the Government of Chile in the area

of reconstruction and employment creation. The main beneficiaries were the

6 Further information is available online: <http://www.ilo.org/emppolicy/countries/tanzania/lang-en/index.htm> and http://www.ilo.org/wcmsp5/groups/public/@ed_emp/@emp_policy/@invest/documents/projectdocumentation/wcms_asist_8263.pdf

regions of Libertador Bernardo O'Higgins, Maule, Bio Bio, and Araucania, covering 41 municipalities. A survey carried out in these municipalities covered 4,150 large, medium, small and micro enterprises. Interviews were held with 300 local stakeholders. Key activities included capacity building initiatives; reconstruction efforts; and monitoring and evaluation. These activities were accompanied by tripartite social dialogue as a mechanism for the assessment, design, and implementation of public policies and programmes accompanying the reconstruction process. The main outputs were timely mobilisation of different stakeholders and facilitation of social dialogue processes; timely presentation of recommendations for employment protection and recovery of productive capacities, particularly in terms of damaged infrastructure and the informal economy; and capacity-building to mitigate the impact of future natural disasters.⁷

Horticulture value chains in Upper Egypt: fostering economic security (2013-2016)

The main objective of the Hayat project is to strengthen economic security in five Upper Egyptian mother villages (districts of Edwa and Maghagha in Minya governorate) through the creation of better employment opportunities and an increase in employability of the local labour force. A specific goal is the improvement of human security for vulnerable households, youth aged

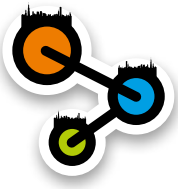


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18-30, women and children in target communities through inclusive, pro-poor socio-economic development. The project is a joint effort of the United Nations Industrial Development Organizations (UNIDO), ILO, UN Women, UN-Habitat and the International Organization for Migration (IOM), and Egypt's government counterpart, the Ministry of Local Development (MoLD). The main beneficiaries are youth in the target areas, local NGOs, as well as the community at large. Key activities include the establishment of local forums that aim to ensure participation from all segments of society and economy; increasing youth employability and skills development through building on local available resources. The main outcomes will seek to ensure strengthened economic security in target communities; locally available opportunities for job creation and livelihood upgrading are made use of, and new opportunities are explored in a participatory manner; community security and personal security are enhanced through activities to develop the communities' social capital, enhance cohesion and inclusiveness.⁸

7 More information is available online: http://www.ilo.org/wcmsp5/groups/public/---americas/---ro-lima/---sro-santiago/documents/genericdocument/wcms_187220.pdf

8 More information is available online: http://www.ilo.org/addisababa/technical-cooperation/WCMS_329952/lang--en/index.htm



3) Social protection

Solomon Islands: Cash for work helps natural disaster recovery (2013-2014)



The main objective of the Cash for Work (CFW) project in the Solomon Islands was to provide disaster-affected communities with the opportunity to earn cash under decent working conditions in exchange for participating in cleaning-up and rebuilding public infrastructure and common facilities. The main beneficiaries were local communities in disaster struck areas. Key activities included identification

of target communities with local authorities; orientation for community leaders and potential workers on how the programme would operate; concluding an agreement for work to be done; purchasing and hand over of tools to workers; implementation and monitoring of clean-up and repair work; and follow-up and support, including inspection of the work. It was agreed that half of the workers would be women. The main outcomes included reparation and cleaning of houses, wells, wash facilities and community buildings; food crops were replanted; cash in the form of wages and tools were injected into the local economy; and community members were motivated to participate. Additionally, the ILO provided affected people in the selected villages with business start-up training through a UN Human Security Trust Fund (UNHSTF) project, expecting to revitalize income generating activities.⁹

Local Economic Development Agencies in Mozambique: Paving the way for social protection for informal economy workers in Sofala (1997-2003 and 2006-2008)

The main objective of the first phase of the project (1997-2003) was to boost socio-economic development in the Provinces of Maputo, Sofala and Manica through Local Economic Development Agencies (LEDAs). The main beneficiaries were the local communities. Key activities included extensive and ongoing social dialogue; involvement of LEDA members and other stakeholders in the design and implementation of employment creation and development initiatives; and promoting growth by attracting economic and development partners. A main

⁹ More information is available online: http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-suva/documents/publication/wcms_338071.pdf. Access the video here: http://www.ilo.org/global/about-the-ilo/multimedia/video/video-news-releases/WCMS_380415/lang-en/index.htm

outcome was the improvement of the living and working conditions of the population and of disadvantaged groups in particular. Building on the success of the LEDAs, a second phase (2006–2008) sought to establish a local social protection strategy in Sofala, which undertook a participatory risk analysis in order to identify social protection needs and opportunities for informal economy workers in three districts. On the basis of the risk analysis, a social protection strategy was formulated in consultation with the LEDA members and other relevant stakeholders. The successful LEDA experiences have triggered national government to formulate a multisectoral LED policy.¹⁰



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Bolsa Verde provides social and environmental protection for poorest rural communities in Brazil (2011 onward)



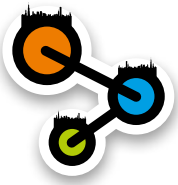
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The main objective of the Bolsa Verde (green grant) programme launched in October 2011 is to support environmental conservation while eradicating extreme poverty. In Brazil, over 16 million people live in extreme poverty, 15.6% of the Brazilian population lives in rural areas, and

46.7 % of the rural population – 7.5 million people – are extremely poor. The Bolsa Verde is part of the “Brasil sem Miséria” (Brazil without Misery) programme, which aimed at promoting social inclusion by income guarantees, access to services and productive inclusion. The main beneficiaries are families living in extreme poverty who have developed the sustainable use of natural resources and maintenance of vegetation. Key activities include the participation of beneficiaries in awareness-raising efforts on the sustainable use of ecosystems; environmental training activities; and social, technical and vocational education. The main outcomes include strengthened conservation of ecosystems, heightened awareness of the sustainable use of ecosystems, improved living conditions, and raised incomes of the very poor through the Bolsa Verde Card, which facilitates access to the grant for families, who are entitled to R\$300 (~= US\$ 83) every three months.¹¹

10 More information is available online: http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---led/documents/publication/wcms_108579.pdf and http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---led/documents/publication/wcms_151450.pdf

11 More information is available online: http://www.ilo.org/wcmsp5/groups/public/---dgreports/---xrel/documents/meetingdocument/wcms_228429.pdf



Climate Change Adaptation Programme (CCAP) - climate resilient farming communities in Agusan del Norte (Philippines) (2008-2011)



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The ILO works with other UN agencies and local and national partners to help communities to access resources and reduce risk to disasters triggered by climate change. The main objective of this project was to explore risk transfer mechanisms including revolving funds and insurance schemes for farmer communities, and to assist farmers to diversify their livelihood base and reduce

risk exposure. The main beneficiaries are farmers and their communities. The main activities included the development and application of local financing and a risk insurance model to rice and corn farmers in vulnerable areas through critical financial and non-financial services in an Integrated Financial Package (IFP). The main outcomes were strengthened communities who became less vulnerable to climate change, and who not only had access to formal credit, insurance protection, non-financial services, and savings in support of their crop production activities, but also to training, markets and technology.¹²

4) Social dialogue

Sub-National Decent Work Agendas in Latin America: Establishing social dialogue (2007 onward)

Sub-National Decent Work Agendas have been established in Latin America. The main beneficiaries have been local communities in a number of countries, including Brazil, Argentina, Chile, Paraguay and Uruguay. The Sub-National Decent Work Agendas operate under ILO's tripartite (government, employer and worker representatives) and social dialogue principles, and include a gender perspective. Key activities have included processes of social dialogue, which serve as a platform to discuss and address decent work challenges, as well



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¹² Further information is available online:
http://www.ilo.org/global/docs/WCMS_124608/lang--en/index.htm

as providing a consensus mechanism among social actors; putting employment policies at the forefront of the public agenda; implementing national employment policies in consideration of the local context; and mobilization of resources and local actors. Local economic and development issues are also included. Since 2007, local governments in Brazil such as Salvador, Belo Horizonte and Curitiba have implemented Decent Work Agendas. From there it has extended to other states and cities in Brazil including Bahia, Mato Grosso, Minas Gerais, Paraná, Pernambuco, São Paulo and Tocantins; Santa Fe, Argentina; Chile (Maule Region and Santiago); Paraguay (Central Department); and Uruguay (Maldonado Department and Las Piedras), covering about 130 million people. In 2013, with the technical support of the ILO, the Network of Decent Work Regional Agendas in South America was created.¹³ This network facilitates sharing good practices and peer learning among tripartite actors, provides a platform for the creation of joint activities, and the promotion of decent work in Latin America.¹⁴

Ensuring policy coherence through multisectoral planning bodies in Marikina City, Philippines (2007-2008)

The main objective of this project was to promote local policy coherence through a participatory planning process in order to promote local economic development and employment promotion, and to ensure that both social and economic objectives were considered in the development plan. The main beneficiaries were the



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urban poor, and the main entry points for the project were housing, livelihood and basic education. Key activities included social dialogue, skills development, investments promotion, and the establishment of a Local Economic Development Board (LEDB). The city implemented a participatory process in planning through a bottom-up approach, gathering inputs from the barangays (i.e. smallest administrative divisions) and consolidating them at the city level. The barangay proposals were submitted to the City Planning office for consolidation and prioritization is done within the Local Development Council (LDC). An additional step taken by the city to

¹³ See also information on municipal indicators for decent work opportunities and challenges in Brazil, available at: http://www.ilo.org/global/about-the-ilo/media-centre/press-releases/WCMS_323911/lang-en/index.htm

¹⁴ Source: Más y mejores empleos en el Cono Sur de América Latina: El aporte de las Agendas Subnacionales de Trabajo Decente, OIT. See also (in Spanish): http://www.oitcinterfor.org/sites/default/files/edit/docref/agendasubnacionalesTD_abramo.pdf



ensure a wider consultation process was the solicitation of comments on the barangay proposals from community associations who are not usual members of the LDC. The main outcomes of the project were: the ability of the city to establish itself as a good location for investors; employment options increased in both private and public sectors as well as in wage and self-employment; massive infrastructure development has taken place that created jobs and has made Marikina more accessible to investors.¹⁵

ILO Sub-regional Knowledge Sharing Workshop on Cooperatives in Arab States (2010)



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The main objective of the Sub-regional Knowledge Sharing Workshop on Cooperatives in Arab States was to bring together social partners, donors, cooperative federations and other stakeholders to study the issue of cooperatives with an integrated approach, taking into account the role of governments, workers, employers and civil society in cooperative development

with a gender perspective. The main beneficiaries were representatives from government, employer' and workers' organisations, and members of cooperatives from Lebanon, Syria, Jordan, Iraq, Yemen and the occupied Palestinian territory. Key activities included information-sharing where participants shared their experience on cooperatives from different approaches; considered cooperative policy and legislation, as well as problems and prospects in national contexts; heard stories from the grassroots on cooperatives and local development; provided insight on the work of social partners on cooperatives in the sub-region; and ways to promote women's cooperatives in conflict and rural settings. The main outcomes included practical measures to promote and strengthen collaboration between cooperatives and social partners, and recommendations for cooperative development. The workshop emphasized the potential role of cooperatives in advancing the DWA in Arab States, and contributed to creating awareness of the social and solidarity economy (SSE) among social partners of cooperatives. Participants agreed to create a community of practice on cooperatives in Arab States.¹⁶

15 More information is available online: http://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/publication/wcms_213487.pdf

16 More information on the workshop is available online: http://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/meetingdocument/wcms_210751.pdf

For additional information on ILO's resources on cooperatives, please consult: <http://www.ilo.org/inform/online-information-resources/resource-guides/cooperatives/lang--en/index.htm>. See also: South-South Cooperation and Decent Work: Good Practices.¹⁷

Promoting youth and women entrepreneurship in Kizil Kia, Kyrgyzstan (2007)

The main objective of the project was to address youth employment problems and to focus on mainstreaming gender equality in the rural Batken province by providing alternatives for economic development. The main beneficiaries were unemployed youth and women heading households in an area impacted by migration of men to the capital, and subsequently abroad. The project brought together relevant local governmental bodies (i.e. youth, employment), employers, trade unions, directors and teachers of secondary, vocational and higher educational institutions, community and youth organisations, parents, and young people themselves in a process of social dialogue. Key activities of the pilot project Boosting Youth Employment (BYE) included training workshops on business management; technical assistance in terms of strategic planning; action planning; youth employment and local economic development strategies to strengthen local institutions; and initiatives to promote agriculture, such as the setting up of a school for cherry cultivation, with a focus on young women from vulnerable groups. The main outcomes included better use of local resources, skills upgrading, and strengthening of the sectors able to provide decent employment opportunities for young women and men. These initiatives in turn contributed to a reduced the reliance on jobs provided by nearby factories that often requested low-skilled workers, and offered poor working conditions and low wages.¹⁸



© Flickr Photo

17 See: Amorim, A., 2013: Chapter 4, "South-South Cooperation and Social Dialogue", in ILO *South-South Cooperation and Decent Work: Good Practices*, pp. 66-67, available at: http://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/publication/wcms_211770.pdf

18 More information is available online: http://staging2.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---sro-moscow/documents/publication/wcms_345721.pdf



The social and solidarity economy (SSE): A different development model to promote LED and decent work objectives



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The social and solidarity economy (SSE) offers a different development model based on the values of cooperation, complementarity, mutual support, human rights and democratic principles towards the achievement of sustainability at the local level and decent work objectives. It contributes to the four dimensions of the ILO's overall goal of creating decent work for

all: productive employment, social protection, the respect for rights as well as voice.¹⁹ SSE enables this new vision of local development by widening the structure of a local economy and labour market and addressing unmet needs with various goods and services, while building trust and social cohesion. SSE can provide a useful mechanism for linking the needs of territories with local and national development trajectories and facilitating aspects of good governance associated with policy dialogue involving citizens, local officials and other policymakers.²⁰ Increasingly, partnerships and networks are being created amongst SSE initiatives – often forming South-South solidarity networks – that operate in a participative and reciprocal manner, building strong alliances amongst stakeholders and helping to strengthen activities, while minimizing risk.

The concept of the social and solidarity economy figures in a large number of ILO actions, such as labour-intensive programmes, the promotion of eco-tourism and fair trade, support for indigenous peoples, local economic development projects, HIV/AIDS community-based initiatives, “green jobs”, sustainable enterprises and the “social protection floor”, to name a few. These are often carried out within a framework of SSTC.²¹

19 http://www.ilo.org/wcmsp5/groups/public/@ed_emp/@emp_ent/@coop/documents/publication/wcms_175515.pdf

20 See, for example, Chapter 4 “Social and Solidarity Economy and South-South and Triangular Cooperation in Latin America and the Caribbean: Contributions to Inclusive Sustainable Development”, in *Campinas 2014 Social and Solidarity Economy: Towards Inclusive and Sustainable Development*, International Training Centre of the International Labour Organization, 2014, p. 91, available at: <http://socialeconomy.itcilo.org/en/readers>

21 See, for example, “Social and Solidarity Economy and South-South and Triangular Cooperation in Latin America and the Caribbean: Contributions to Inclusive Sustainable Development”, International Training Centre of the ILO, 2014, available at <http://socialeconomy.itcilo.org/en/2014-edition>

SSE can contribute to social protection, local development, social dialogue, the informal economy, rural development, and youth employment in terms of the quantity and quality of work that is generated.

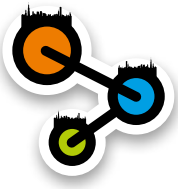
Local Economic Development and the Social and Solidarity Economy: Connections to SSTC

The social and solidarity economy, or SSE, “is a concept that refers to enterprises and organizations, in particular cooperatives, mutual benefit societies, associations, foundations and social enterprises, which specifically produce goods, services and knowledge while pursuing economic and social aims and fostering solidarity”.²² Local economic development and the social and solidarity economy are interlinked and can be seen as complementary tools as they both aim for participatory governance, partnership, empowerment and social and economic inclusion, and lay the groundwork for achieving decent work and sustainability at the local level.

Given their shared principles of solidarity and non-conditionality, South-South and Triangular Cooperation is a compatible approach for SSE, including for sharing knowledge, experience and good practices and for supporting capacity development, technology transfer and even resource mobilization, as well as the establishment of international chains and networks on social innovation.²³ South-South Cooperation can be seen as an important tool to tackle many of the development challenges faced by the less developed countries, while strengthening both LED and the social and solidarity economy.

²² http://www.ilo.org/empent/units/cooperatives/WCMS_166301/lang--en/index.htm

²³ Social Solidarity and South-South Cooperation: A compilation of short South-South Cooperation articles for the *Academy of Social Solidarity Economy: Social Innovation in the World of Work* (Johannesburg, 2015), available at: http://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/genericdocument/wcms_383794.pdf



The social economy and community-based local development – lessons from the Quebec experience

The experience in Quebec (Canada) of the creation of community development economic corporations (CDECs) in response to economic difficulties and a rise in poverty and unemployment provides a number of valuable lessons learned in terms of local development, particularly in terms of their bottom-up strategies, partnership between civil society and local governments, application in rural and urban contexts and use of social economy enterprises as a development tool.

CDEC corporations reached out to local business people, local institutions and municipal, regional and federal authorities to support a process of community revitalization based on community mobilisation and partnerships. The CDECs receive support from all three levels of government (national, regional/provincial, local). There are currently 13 CDECs in Quebec's cities, covering territories with a total population of 1.6 million. Their voluntary boards are comprised of over 400 people from different backgrounds who are elected by members through a process of electoral colleges. CDECs offer support for local entrepreneurship by providing technical assistance, training, advisory services and networking.

Source: Chapter 11 “The social economy and community-based local development - lessons from the Quebec experience” in ILO ITC 2011 *Social and Solidarity Economy: Our Common Road toward Decent Work Partnerships*, pp. 145-151. Available at: <http://socialeconomy.itcilo.org/en/readers>.

SSE and youth employment – Innovative networks of production: The case of young entrepreneurs in East Africa

In Africa, the ILO is carrying out projects that promote cooperatives, mutual benefit societies and social enterprises. Recent research carried out in East Africa²⁴ explores the horizontal, inclusive and egalitarian networks of production, a new concept of entrepreneurship and the concept of “quality of life” with the aim of contributing to the design and implementation of public policies inspired by the SSE model that promote and support different types of enterprises in order to ensure the creation of more and better jobs.

The research further concluded that a significant number of collective economic activities based on democratic self-management carried out by groups of youth exist. In addition, the research suggested that these young entrepreneurs are more influenced by their social conditions and their interactions with the outside

24 <http://socialeconomy.itcilo.org/en/2013-edition>

world, rather than local tradition. Using these innovative networks of production on a larger scale, linking youth entrepreneurs, could help meet unmet needs, foster greater social cohesion, and contribute to the eradication of poverty, while empowering youth.

Source: Di Meglio, R., 2013: Chapter 4, “Innovative networks of production: The case of young entrepreneurs in East Africa”, in *ILO Social and Solidarity Economy: An opportunity to enhance youth employment*, pp. 32-44, available at <http://socialeconomy.ilo.org/en/2013-edition>.

The Cooperatives in Portuguese-Speaking Space - The Experience of OCPLP

In Portuguese-speaking countries, the cooperative sector is increasingly recognized as a development tool at the community level to improve well-being and quality of life, to reduce poverty, to promote employment creation, and access to education, training, health and credit. Cooperatives enable people to become more involved in decision-making and to actively participate in their communities. Cooperatives have played a key role in empowering women and promoting their autonomy and entrepreneurial and leadership ability in certain Portuguese-speaking countries, which has resulted in an improved quality of life for families and the entire community.

The cooperative sector in these countries lies mainly in agriculture, forestry and livestock, fishing and consumption. Having a common language factor has enabled these countries to work together and to launch joint projects. In 1997, based on the need to strengthen relations between Portuguese-speaking cooperative movements, the Cooperative Organization of Portuguese Speaking Countries (OCPLP) was established. The OCPLP currently comprises 32 organizations from Angola, Cape Verde, Guinea-Bissau, Mozambique, Sao Tome and Principe, Portugal, Brazil and Timor Leste, including confederations and federations representing cooperatives from Portuguese-speaking countries.

Source: Cohen, C., 2015: “The Cooperatives in Portuguese-Speaking Space - The Experience of OCPLP” in *Social Solidarity and South-South Cooperation: A compilation of short South-South Cooperation articles for the Academy of Social Solidarity Economy: Social Innovation in the World of Work* (Johannesburg, 2015), available at: http://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/genericdocument/wcms_383794.pdf.



4 City-to-City Cooperation Fostering local innovation through learning exchange

The ILO and UCLG Memorandum of Understanding

The ILO builds on the vision that local actors are possible important contributors to employment creation, social protection and the protection of fundamental principles and rights at work. In this view and in order to localize the DWA, the ILO signed a cooperation agreement with the World Organisation of United Cities and Local Governments (UCLG) in 2012. Working together, the two organisations improve local actors' capacities through South-South and City-to-City Cooperation and projects focusing on employment creation, local economic development and formalization of the informal sector. Peer-to-peer exchange activities help build the capacity of local authorities for effective policy making, development planning and strategy implementation. More than 30 cities have been involved in these exchanges.



Cooperation: Capacity and through peer-to-peer exchanges within SSTC

The multi-stakeholder activities are dynamic and have a hands-on nature, involving horizontal cooperation that fosters partnership and an exchange of knowledge and experience sharing between cities, as well as other mutually complementary activities. A particular emphasis is placed on the four pillars of the DWA: the promotion of employment and sustainable enterprises; the promotion of social protection; the development of social dialogue; and the realization of fundamental principles and rights at work, especially the eradication of the worst forms of child labour.

The facilitation of peer-learning activities between municipalities of different countries brings a range of perspectives and experiences that enrich one another and promotes partnerships for current and future common challenges. The support of the international community is important to facilitate and scale





up these types of exchanges as decentralized cooperation between cities is a powerful development tool, but is largely unknown.

UCLG is the major global network of local authorities and their associations. UCLG was established in 2004, following recommendations during Habitat II to merge the main organisations of local government. UCLG represents the interests of local and regional governments within the global community and the United Nations, gathers key information related to decentralization and local democracy, and is a platform for decentralized cooperation and learning between cities and associations.

The ILO partners closely with UCLG, not only to raise awareness and lobby for local economic development and decent work, but also in sharing and promoting the diversity of feasible solutions that cities can provide. It also provides a means to address differences and similarities in contexts and emerging topics, such as the informal economy seen from a strategic perspective.

Maputo, Mozambique, November 2012

The first practical cooperation – a peer learning activity in Maputo, Mozambique, in November 2012 – considered the informal economic sector in Maputo, in particular the conditions of informal vendors in the city. The workshop brought together local government representatives from Maputo, other Mozambican cities, and cities from Brazil and South Africa, as well as international organisations, non-governmental organisations and the private sector, and resulted in the adoption of a Roadmap on SSTC for local governments.¹

It was followed up by a project involving the cities of Maputo, Durban, Belo Horizonte and Porto Alegre and included technical visits (Durban, June 2013; Maputo, August 2013) and training sessions (Durban, June 2013 and Maputo, September 2013). These activities sought to bolster capacity and to devise appropriate interventions and support to Maputo in the area of business development in food vending while contributing to the development of a local government South-South Cooperation programme. It resulted in a compilation of information about activities that can be disseminated and replicated. During the process, Durban transferred its experience to informal vendors and municipal officers, while Belo Horizonte shared its expertise on the support of local economy and urbanization. In addition to practical policy transfer, in particular the street and market vending policy of Durban, the cooperation showed the strategic importance of food markets for local economic development and

1 For further information, see: http://www.ilo.org/pardev/partnerships/south-south/WCMS_193541/lang-en/index.htm. See also: City-to-City and South-South and Triangular Cooperation: http://www.ilo.org/pardev/partnerships/south-south/WCMS_222208/lang-en/index.htm and UCLG Peer Learning Note 6: Technical exchange between peers – decentralized cooperation, Brazil and Mozambique: http://issuu.com/uclgcglu/docs/i_cities_nampula_2013

poverty reduction, as well as cultural diversity. The Maputo Council is improving their markets, dedicating investment, and also using decentralized cooperation with the city of Barcelona. The different lessons were shared in the global conference on public markets in Barcelona in March 2015.

Since then, other peer-learning projects have taken place in Lleida, Chefchaouen, Pasto and Borgou.

Lleida, Spain, June 2013

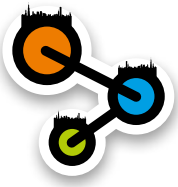
The Forum on Intermediate Cities – Policies and Urban Strategic Planning, held in Lleida, Spain, from 28-29 June 2013, sought to foster South-South exchanges at the city level on local economic development. It also considered South-South Cooperation activities related to international and City-to-City Cooperation. With participants from South Africa, Mozambique, Brazil, Indonesia, Morocco, Spain, Argentina and Italy, the forum brought together politicians, experts, academics and practitioners from local governments to create partnerships and exchange knowledge on their development efforts. Participants also considered the role of intermediary cities, or I-cities, with populations ranging from 50,000 to 1,000,000. Investments and new policies for economic development in I-Cities will directly encourage and create employment opportunities, and help balance urban/rural differences. One of the main aspects raised during the Lleida Forum was the need to join efforts among intermediary cities regardless of the country.²

Chefchaouen, Morocco, September 2014

A peer-to-peer learning exchange entitled “Urban-Rural Policies for Local Economic Development: South-South and Triangular Cooperation” was held in Chefchaouen, Morocco, from 24-27 September 2014. The meeting, under the leadership of the Mayor of Chefchaouen, was co-organized by UCLG, UCLG Africa, ILO and the Andalusian Fund of Municipalities for International Solidarity (FAMSI). It sought to identify and position the role of intermediary cities with regards to rural and regional economies in the promotion of local economic development and decent work. It brought together cities from Benin, Burkina Faso, Ivory Coast, Mali, Mauritania, Morocco, Niger, Senegal and Spain.

The main outcomes of the learning exchange was the creation of a group of intermediary cities and the Chefchaouen Declaration, which stresses the importance of including local economic development, decent work and intermediary cities in the global agenda, notably in the Post-2015 Development Agenda, the 3rd Forum on Local Economic Development in October 2015

² A report of the meeting, prepared by UCLG, is available online: http://issuu.com/uclgcglu/docs/cglu17_09_definitivo_1



and Habitat III in 2016.³ In this regard, participants recognized the need to elaborate common positions on these issues that could be fed into discussions and negotiations at the international level.

In addition the Declaration outlines a roadmap, through which participants committed to strengthen the exchange of good practices and the strengthening of capacities, in particular through SSTC as a platform for the localization of development, and to participate in networks of intermediary cities and local development. It also identifies a number of key challenges including issues related to population growth and the need to increase social cohesion, reduce inequalities and provide access to decent work. Youth employment and the need for women to acquire more economic and social autonomy are also key areas of focus.

UCLG facilitated a follow-up activity proposed by the district of Bourguin in Benin, that requested peer support from the city of Chefchaouen in improving their LED strategy and facilities (see below). In addition, the city of Odienné (Côte d'Ivoire) offered to host a peer learning seminar that is foreseen in the roadmap, which is envisaged for late 2015, coordinated by UCLG Africa.

Pasto, Colombia, January 2015

A learning exchange was held in Pasto, Colombia, from 28-30 January 2015, with a focus on local economic and social development, decent work and food market systems with a special reference to cultural economies and local food chains. The exchange brought together national and international experts, and representatives of local, regional and national governments from Colombia, Spain, Mexico, Ecuador, Bolivia, Argentina, Venezuela, Germany and Brazil. One of the main recommendations was the need to consider farmers and rural small producers (direct markets) when developing the current “main South market” into a separate wholesale and food market. The need to strengthen rural-urban linkages was also stressed. Participants also suggested that the ILO could link local employment offices, which could orient and provide training to local authorities in decent work, create an agenda in this regard, and continue to promote SSTC through emerging networks and associations that assist intermediary cities. In particular, the offer of Ecuadorian cities for technical assistance on food market systems can be meaningful for policy transfer and local impact, similar to the follow-up of Chefchaouen.

Participants demonstrated interest in promoting local economic development in tandem with employment generation and the Decent Work Agenda. This could include an integrated approach to decent work at the local level, based on

3 For more information, please visit: http://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/publication/wcms_222208.pdf. See also the UCLG meeting report, available online: http://issuu.com/uclgcglu/docs/a_strengthening_led_through_urban-r

social dialogue. Participants also shared good practices in regard to food market systems, and emphasised the role of agriculture in the local economy, including rural, peri-urban and urban production. Other sectors were also discussed as a means to promote employment and the local economy, including tourism and construction.⁴

Borgou, Benin, February 2015

An exchange of experiences on local economic development took place in N'Dali (Benin) from 25-27 February 2015 between the Municipal Development Agency of Chefchaouen (CDMA) and the Association for the development of Borgou Commons (ADéCoB) which acted under the Intermediary Cities' Working Group agenda. It focused on urban rural policies for decent job creation and also improving international and national urban policies, and was the result of work carried out in Chefchaouen in September 2014.

The training and management experiences of local human resources, led by CDMA, enabled meaningful peer lessons for Borgou. This fostered increased willingness to share experiences; strengthened South-South Cooperation and partnerships; a roadmap towards socio-economic transformation of rural areas; and options for potential tourism, innovation, and planning.

“ For our City Council, assuming the leadership of a network is a unique opportunity to reflect on issues shared with other cities of similar characteristics in order to improve our strategies, as well as to find solutions adapted to our needs, potentials and obstacles. ”

– Mohamed Sefiani, Mayor of Chefchaouen, Chair of the UCLG Working Group on Intermediary Cities

For more information on the UCLG Working Group on Intermediary Cities, please visit: <http://www.uclg.org/en/organisation/structure/committees-working-groups>.

For more information on the UCLG Working Group on Local Economic Development, please visit: <http://www.uclg.org/en/organisation/structure/committees-working-groups/local-economic-development>.

⁴ Further information is available online: <http://www.uclg.org/es/node/23689>. The full report on this seminar will be available on the UCLG website.



5 Developing an Decent Work Agenda City-to-City and and Triangular

There are ample opportunities for local authorities and other interested stakeholders to engage with the ILO in efforts to advance local economic development, including decent work objectives, at the local level, and to help mainstream these topics into the international agenda through advocacy efforts. Local authorities will be the main drivers for implementation of the SDGs on the ground – many of which have strong connections to local economic development – as well as key players in the lead-up to Habitat III and the New Urban Agenda. There are opportunities to collaborate through City-to-City Cooperation and SSTC, which provides peer-learning;¹ participation in networks of cities; or contributing to international advocacy efforts. The space is open to all stakeholders wishing to share their expertise, to find innovative solutions together, and to create impact at the local level. Going forward, further research and knowledge is needed from cities if shared objectives are to be reached.

1 For resources from UCLG on learning from City-to-City Cooperation, please consult the following link: <http://www.uclg.org/en/media/news/learning-city-city-cooperation>



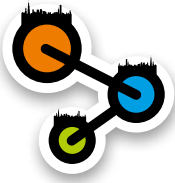
and promoting local endas through d South-South Cooperation

Practical steps in localizing the Decent Work Agenda

Local authorities are more and more directly involved with the development of its territory and the creation of jobs for their population. The success of providing people with sustainable economic growth, decent jobs and social security depends on the local implementation of the Decent Work Agenda. Localizing the DWA through local economic development policies allows local authorities to assess their strengths and comparative advantages and to engage in a social dialogue to create policies that can better contribute to the well-being of their population. City-to-City Cooperation and South-South and Triangular Cooperation play a crucial role in providing local authorities with useful tools to better address the challenges that globalization, urbanization, urban-rural migration, amongst others, pose².

² See, for example, “Localizing the Decent Work Agenda: The Role of Local Authorities” an interview with Sara Hoeflich de Duque, Programme Manager at United Cities and Local Governments (UCLG), available at: <http://www.unngls.org/index.php/80-home/2712-localizing-the-decent-work-agenda-the-role-of-local-authorities-2>





As part of its efforts to strengthen local social dialogue that can contribute to improving labour conditions and businesses in the urban economy, the ILO produced Working Paper 280, entitled “Labour oriented participation in municipalities: How decentralized social dialogue can benefit the urban economy and its sectors”. The appendix of the Working Paper presents a manual with practical steps for localizing the Decent Work Agenda (see see box below).

Labour oriented participation in municipalities: How decentralized social dialogue can benefit the urban economy and its sectors

With a continuous trend towards decentralization, a growing number of local authorities and/or other urban actors have engaged in labour-related participation. This publication provides condensed information and seeks to assist municipal actors to engage in a process of participation (social dialogue) leading to the formulation and implementation of a programme aimed at improvements both for workers and companies in the municipality within a framework of decent work. The strengthening of local social dialogue can trigger a bottom-up process with possible multiplier effects in the sectors of the economy which still face constraints to implement dialogue at the national level.

The publication is available online: http://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---sector/documents/publication/wcms_162687.pdf.

Source: van Empel, C. and Werna, E., 2010: “Labour oriented participation in municipalities: How decentralized social dialogue can benefit the urban economy and its sectors”, Working Paper 280, ILO, Geneva, available at: http://www.ilo.org/sector/Resources/publications/WCMS_162687/lang--en/index.htm.



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How to localize the Decent Work Agenda: Steps

Following the aforementioned manual (see box page 52) and building upon it, localizing the Decent Work Agenda first involves taking up the interests of cities and local authorities who share similar issues and concerns through existing platforms and networks. The next step brings the discussion to UCLG, the ILO office and the local partners who together choose the cities and partners and define the main topic, including related topics. This links to an SSTC dimension of finding other cities (in the country and abroad) and partners, including local stakeholders, development partners, civil society, technicians, and other relevant stakeholders.

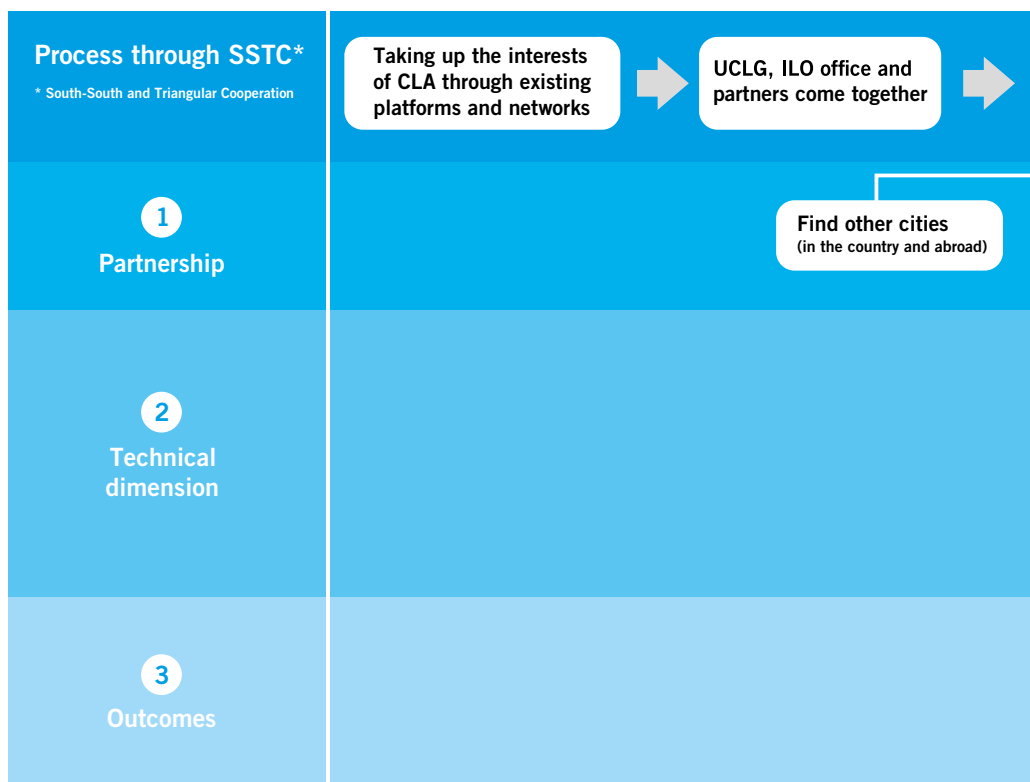
Collectively, stakeholders identify the Decent Work Agenda for the particular context. A technical dimension is involved in looking for good practices, developing a concept note, scheduling and preparing for the meeting, etc. The meeting itself provides a platform for the sharing of field experience, expert inputs, field trips in the selected area, exchange of good practices, knowledge exchange, and peer learning. The outcome report of the meeting should be made publicly available, while highlighting innovation, adaptability, replicability and sustainability in other contexts (see box next page).

The final outcomes of the meeting include a “Roadmap” that charts future collective action, with an emphasis on local impact (Section 4 describes the outcomes of a number of such meetings); and participation in, or if necessary the creation of, a network of cities to build on the momentum generated.

Finally, interested and committed municipalities that want to adapt their strategy and request peer support should be supported. This immediate and bilateral cooperation is documented by the cities involved. Ideally, some monitoring is done in order to enable a broader community to learn from these frequently very practical lessons.



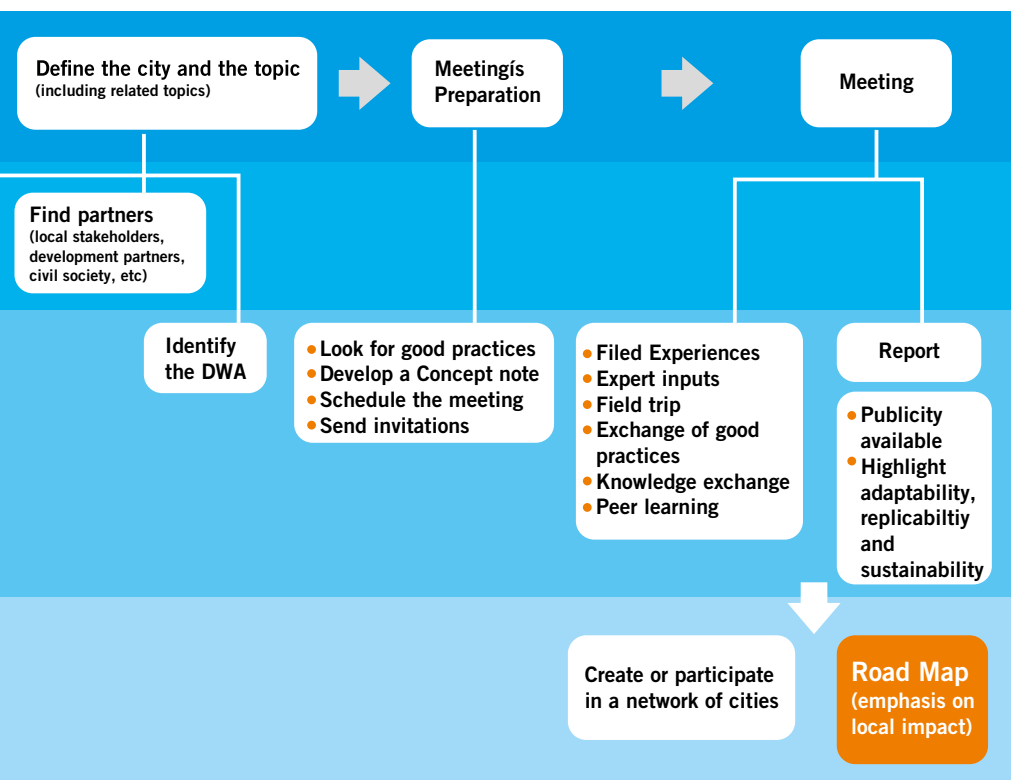
Steps to localize the Decent Work Agenda



Localizing the DWA through innovation, adaptability, replicability, sustainability and participation

Innovative: What is special about the practice that makes it of potential interest to others? Note that a practice need not be new to fit this criterion. Practices at this level may not be substantiated by data or formal evaluation, but they have been tried and a strong logical case can be made about their effectiveness, in accordance with the criteria listed above.

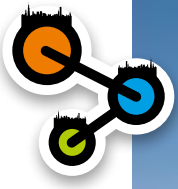
Adaptability/Replicability: Is this a City-to-City/South-South Cooperation practice that can be adapted in similar situations or settings? Have they proven to be successful, with demonstrable results? Although the practice is localised, does it have characteristics that are transferable to other settings or situations?



Sustainability: Is the City-to-City/South-South Cooperation practice and/or its benefits likely to continue in some way, and to continue being effective, over the medium to long term? This could involve continuation of a project of activity after its initial funding is expected to expire or the creation of new attitudes, attitudes, ways of working, mainstreaming of development cooperation in the field of decent work considerations, creation of capacity, etc. that could represent legacies of a particular practice and interactions between countries in the South.

Participation: Is the cooperation approach owned by local government? Are local actors heard and do they take decision on the topics and policies to be addressed and discussed? Involving local actors is a bottom up process to ensure participative means of finding local economic potential and ensuring a sustainable process.

For more information, consult: *South-South Cooperation and Decent Work: Good Practices*, available at: http://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/publication/wcms_211770.pdf.



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Creating a successful peer partnership

All partners should be included from the beginning of the process and all voices should be equally heard. A successful partnership should bring together the following partners:

- Local and/or national authorities – it is critical to have technical and political leadership involved;
- Local and/or national workers' and employers' associations;
- National and/or international city networks (e.g. UCLG, Intermediary Cities, regional offices of UCLG, national associations of local governments, etc.);
- International and/or regional organisations (e.g. ILO, UNDP, UNICEF, ECLAC, UN Habitat);
- Academic institutions (e.g. universities, think-tanks);
- Local social actors (e.g. NGOs, indigenous associations);
- Development partners (e.g. development agencies).

Issues to consider when choosing the city and the topic

Assessment of existing conditions, including i) the particular needs of the community; ii) the strengths and the resources of the territory; iii) the internal and external barriers that the community may face; and iv) the range of specific actors that should be involved. These combined elements are needed in order to create a community profile. The community can be analysed using SWOT analysis (strengths, weaknesses, opportunities and threats) in order to help facilitate the planning process.

Next steps

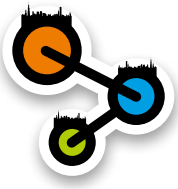
1. Evaluate the achievability of the goals and the timeframe for their implementation and for expected benefits.
2. Choose sectors or activities in which a majority of the population will benefit. It is important that they have the potential to grow in the long run, that they can create clusters/linkages between themselves, and that they are sustainable.
3. Is the intention for change or improvement possible to measure without complex studies (simplified baseline)?

The Roadmap – a key element

A successful meeting culminates with the adoption of a roadmap that outlines joint action to be taken, as well as fostering collective commitment toward achieving its objectives. The roadmap is key to ensuring that the project is innovative in nature, sustainable and replicable, and that it can contribute to solidarity among South countries and South cities.

A roadmap:

- Establishes a clear path for the future, including next steps and specific goals to be achieved.
- States strategic areas of cooperation.
- Serves to reinforce the commitment of the participants to the development and implementation of local economic development in their communities.
- Identifies other local and regional governments that can be invited to collaborate, and reinforces and expands information sharing and peer-learning activities.
- Serves as a reminder to participants of the need to include the intention in the action agenda of the organisations involved.
- For example, through the Chefchaouen Declaration, participants committed themselves to enrolling and participating in the networks of intermediary cities and local development, to contribute to their development and to strengthen the exchange of good practices and the strengthening of capacities (see Section 4).



In conclusion

The creation of decent jobs is critical to poverty eradication and provides the foundation for equitable, inclusive and sustainable economic transformation. Yet there are multiple challenges ahead in advancing local economic development, including decent work objectives, whether in the framework of the recently adopted Sustainable Development Goals, the outcomes of the Habitat III Summit in 2016, or other internationally agreed goals. These challenges include rising unemployment, particularly for youth, a lack of workers' rights, discrimination, increasing inequalities, and inadequate social protection, to cite only a few. Overcoming these barriers requires enhanced and concerted action and partnerships amongst many stakeholders. These include local and/or national authorities; workers' and employers' associations; national and/or international city networks or associations of local governments; international and/or regional organisations; academic institutions; local social actors; and development partners.

The examples of the ILO's technical cooperation projects, South-South and Triangular Cooperation/City-to-City Cooperation, and the social and solidarity economy presented provide only a brief overview of different models of collaboration possible and the innovative solutions they result in, where local authorities play a crucial role not only in implementing local development strategies that advance decent work objectives, but also in advancing global development objectives, involving communities in bottom-up, participatory processes.

The ILO has been actively working with local authorities for many years, focusing on local economic development and decent work. With the signing of the partnership agreement between UCLG and the ILO in 2012 and its focus on SSTC and City-to-City Cooperation, Southern cities have been able to benefit from experiences developed in similar contexts using peer-learning and knowledge sharing through an SSTC framework. This methodology provides a platform for involving multilateral partnerships, bringing together political, technical and local leaders who are working directly with communities and citizens. It also helps improve institutional and management capacities towards better strategic planning, and more effective implementation of the Decent Work Agenda, while contributing to support and sustain local economic development.

Looking to the future, scaled up efforts and joint initiatives are needed in local and regional contexts to overcome challenges and to promote effective partnerships that can tap into the diversity of feasible solutions that cities can provide. To get there, a number of tasks lie ahead. Further research is needed, including field research, in order to deepen the concepts and understanding of City-to-City Cooperation as a means to foster LED and decent work, and to contribute to improved City-to-City Cooperation strategies and practices.

Awareness raising amongst cities is also essential in order for all stakeholders to understand the value of the DWA and to be able to effectively construct

and implement decent work strategies; this can be carried out through SSTC and City-to-City Cooperation that provides a platform for knowledge exchange, replication of good and innovative practices, and makes suitable methodologies available. Such cooperation also provides a practical framework to discuss and develop further activities to address current and future shared challenges.

Capacity building of local actors is required, involving the sharing of field knowledge, targeted training courses, tools and strategies to enable them to contribute to localizing the DWA, including through employment creation and social dialogue.

Local authorities need support when implementing the lessons of exchanges, this is also to document and monitor processes and extract valid lessons and policy findings for a larger community. In this aspect, the role of local government associations can be critical.

In addition, coordinated and ongoing policy dialogue and advocacy efforts are needed amongst networks of local governments to influence global governance processes; to contribute to mainstreaming decent work across the international development agenda; and to promote and recognize local governments as development partners.

Combined, these elements can contribute to strengthening local authorities' capacity to further local economic development in their communities, and to promote a vision of sustainable development with decent work at its heart.

The role of the ILO

ILO's engagement with local authorities spans many years. The ILO acts as an advocate, a knowledge broker, a builder of partnerships and a facilitator of City-to-City Cooperation to build the capacity of cities to respond to challenges they face, while fostering local economic development, and achieving decent work objectives. The ILO's Emerging and Special Partnerships Unit (ESPU) of the Department of Partnerships and Field Support (PARDEV), its Sectoral Policies Department (SECTOR), the International Training Center (ITC-ILO), and the Social and Solidarity Economy Academy (SSE Academy), as well as field programmes and regional offices support this cooperation with local authorities.

A central focus of this engagement has been on furthering the main aims of the Organization: promoting rights at work, encouraging decent employment opportunities, enhancing social protection and strengthening dialogue on work-related issues. This has been accomplished through numerous technical cooperation projects; knowledge-sharing activities, including peer-to-peer learning exchanges; and international advocacy efforts. Often this collaboration has taken place within a platform of South-South and Triangular Cooperation as an enabler of sustainable and decent work for all.



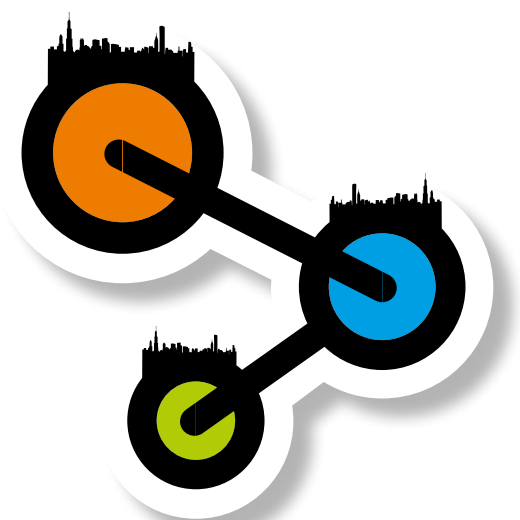
Useful resources

Websites

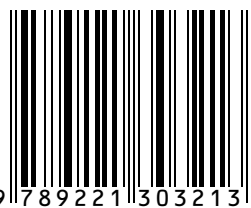
- ILO's LED programme - <http://www.ilo.org/led>
- Knowledge-sharing with LED practitioners from across the world – <http://www.ledknowledge.org>
- On SSTC: <http://www.ilo.org/pardev/partnerships/south-south/lang--en/index.htm>
- On SSTC and Solidarity Economy: http://www.ilo.org/pardev/information-resources/newsletter/WCMS_212742/lang--en/index.htm
- International Training Centre of the ILO, Turin – <http://emld.itcilo.org/en>
- South-South Cooperation and the ILO: Mainstreaming the Decent Work Agenda through the dissemination of good practices – http://www.ilo.org/pardev/partnerships/south-south/WCMS_211770/lang--en/index.htm
- UCLG Action Learning: <http://www.uclg.org/en/issues/action-learning>
- Social and Solidarity Economy Academy Collective Brain Social and Solidarity Economy Academy Collective Brain: www.sseacb.net

Publications:

- City-to-City and South-South and Triangular Cooperation: http://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/publication/wcms_222208.pdf
- How-to Guide on South-South and Triangular Cooperation and Decent Work: http://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/publication/wcms_315233.pdf
- South-South Cooperation and Decent Work: Good Practices: http://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/publication/wcms_211770.pdf
- Labour oriented participation in municipalities: How decentralized social dialogue can benefit the urban economy and its sectors: http://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---sector/documents/publication/wcms_162687.pdf
- Social and Solidarity Economy Academy Readers: <http://socialeconomy.itcilo.org/en/readers>
- UCLG Policy Paper: Development Cooperation and Local Government: http://issuu.com/uclgclu/docs/eng_book_web



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