



Futuro del Trabajo: Buenas Prácticas de Cooperación Sur-Sur y Triangular (CSST) en Economía Social y Solidaria

ACADEMÍA DE ECONOMÍA SOCIAL Y SOLIDARIA:
“LA ECONOMÍA SOCIAL EN EL FUTURO DEL TRABAJO”

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Contenido

Este documento es parte de Futuro del Trabajo: Buenas Prácticas de Cooperación Sur-Sur y Triangular (CSST) en Economía Social y Solidaria.

Prefacio

La Economía Social y Solidaria (ESS) se refiere a organizaciones y empresas que se basan en principios de solidaridad y participación y que producen bienes y servicios mientras persiguen objetivos tanto económicos como sociales. La ESS desempeña un papel cada vez más importante en nuestras economías y sociedades, al proporcionar empleo, protección social y otros beneficios sociales y económicos. Debido a sus características distintivas, ventajas comparativas, su gobernanza democrática y su gestión autónoma, las empresas y organizaciones sociales reciben el apoyo de un número cada vez mayor de Estados, especialmente las economías emergentes. Según las Naciones Unidas, la economía social representa el 7% del empleo y el PIB mundial. El Informe 2015 del Director General de la Organización Internacional del Trabajo (OIT) "El futuro del trabajo que queremos: un diálogo global" indica que, dada la tendencia demográfica actual, a cada año 40 millones de personas ingresarán al mercado laboral y que hasta el 2030, 600 millones de nuevos empleos deberán ser creados. Es probable que muchos de estos trabajos estén en la ESS.

El concepto de ESS abarca las cuatro dimensiones de la Agenda de Trabajo Decente de la OIT. Ayuda a cubrir las necesidades de los miembros que han sido ignorados o abordados inadecuadamente por el sector privado o público, creando una sociedad fuerte, sostenible, próspera e inclusiva. La cooperación Sur-Sur y triangular (CSST), basada en el principio de solidaridad, fortalece la ESS al compartir conocimientos, experiencias y buenas prácticas entre países sobre el tema y apoya el desarrollo de capacidades, la transferencia de tecnología y la movilización de recurso.

La OIT enfatizó su compromiso con la promoción de la cooperación Sur-Sur y triangular a través de sus documentos estratégicos "[Cooperación Sur-Sur y triangular: El camino a seguir](#)" en 2012 y "[Cooperación Sur-Sur y triangular de la OIT y trabajo decente: desarrollos recientes y pasos futuros](#)" en 2018. La integración de nuevos socios y la mejora de la cooperación entre países del Sur se encuentran entre los objetivos clave incluidos en esta estrategia, basados en el principio de solidaridad. La OIT reconoce que la cooperación entre iguales tiene un enorme potencial para aumentar el impacto de las iniciativas de desarrollo en el mundo del trabajo, incluso a través de la ESS.

Teniendo en cuenta la relevancia del intercambio de conocimientos para la cooperación Sur-Sur y triangular, se consideró esencial dar mayor visibilidad a las iniciativas escalables y replicables a través de un compendio de buenas prácticas que accesible en línea. Esta colección de 54 Buenas Prácticas se centra en soluciones que ilustran las buenas prácticas de CSST para promover el trabajo decente en la economía social. Su objetivo es ampliar la comprensión de la cooperación Sur-Sur y triangular a nivel mundial y regional proporcionando una base sólida para el debate, pero no es exhaustiva. El potencial de las prácticas basadas en resultados presentadas en esta colección para ayudar a los gobiernos y los interlocutores sociales a desarrollar y adaptar iniciativas para enfrentar

los desafíos relacionados con el empleo que se avecinan es inmenso. Esta publicación pretende inspirar nuevas iniciativas para avanzar en los Objetivos de Desarrollo Sostenible y contribuir a la discusión en la Academia de Economía Social y Solidaria: La economía social en el futuro del trabajo realizada en Madrid, España del 14-18 de octubre, 2019.

*Departamento de Alianzas y Apoyo a los Programas Exteriores (PARDEV) de la OIT
y Empresa, Microfinanza y Desarrollo Local (EMDL) del Centro Internacional de Formación de la OIT*

Preface

The social and solidarity economy (SSE) refers to organisations and enterprises that are based on principles of solidarity and participation and that produce goods and services while pursuing both economic and social aims. SSE plays an increasingly significant role in our economies and societies, by providing employment, social protection as well as others social and economic benefits. Because of their distinctive features and comparative advantages, among others their democratic governance and autonomous management, the social enterprises and organisations are being supported an increasing number of States, especially emerging economies. According to the United Nations, the Social Economy represents 7% of employment and world GDP. The 2015 Report of the Director General of the International Labour Organization (ILO) “The future of work we want: A global dialogue” indicates that, given the current demographic trend, every year 40 million more people will enter the labour market and that 600 million new jobs will have to be created by 2030. These jobs are likely to be addressed by the SSE.

The concept of SSE cuts across all four dimensions of the ILO’s Decent Work Agenda. It helps to cover the needs of members which have been ignored or inadequately addressed by the private or public sector, creating a strong, sustainable, prosperous and inclusive society. South-South and triangular cooperation (SSTC), based on the principle of solidarity and non-conditionality, can be regarded as an SSE compatible approach for sharing knowledge, experience and good practices, and for supporting capacity development, technology transfer, as well as resource mobilization.

The ILO emphasised its commitment to the promotion of South-South and triangular cooperation through its strategy “[South-South and triangular cooperation: The way forward](#)” in 2012 and its 2018 summary “[ILO South–South and triangular cooperation and decent work: Recent developments and future steps](#)”. The integration of new partners and the enhancement of cooperation between countries of the South are among the key goals included in this strategy, based on the principle of solidarity and non-conditionality. The ILO recognises that cooperation between equals has enormous potential to scale up the impact of development initiatives in the world of work, including through SSE.

Bearing in mind the central knowledge sharing dimension of South-South and triangular cooperation, it was deemed essential to give greater visibility to scalable and replicable initiatives through a good practices compendium that was accessible on-line. This Collection of 54 Good Practices focuses on solutions that illustrate SSTC good practices to promote decent work in social economy. It is aimed at expanding understanding of South-South and triangular cooperation at the global and regional level by providing a sound basis for discussion, but it is not exhaustive. The potential of the results-based practices presented in this collection to help governments and social partners develop and adapt initiatives to face the employment-related challenges that lie ahead is

immense. This publication is intended to inspire further initiatives to advance the Sustainable Development Goals and other internationally agreed development goals, and contribute to the discussion at the Academy of Social and Solidarity Economy: The Social Economy in the Future of Work in Madrid, Spain from October 14-18, 2019.

Department of Partnerships and Field Support (PARDEV) – ILO and Enterprise, Microfinance and Local Development Programme – International Training Centre of the ILO

Introducción

La OIT ha sido pionera en la promoción de la Economía Social y Solidaria. La propia Constitución de la OIT establece que "la paz universal y duradera solo puede establecerse si se basa en la justicia social". La OIT ha estado involucrada en la promoción de la economía social desde su creación y el concepto de ESS es una parte integral de muchas iniciativas y programas de la OIT, como los programas de promoción del ecoturismo y del comercio justo, el apoyo a minorías indígenas, proyectos de desarrollo económico local, empleos verdes y empresas sostenibles. La OIT ha desarrollado durante décadas una amplia experiencia en ESS y desarrolló un conjunto integral de estrategias y herramientas para servir a las personas en su búsqueda de justicia social a través del trabajo decente.

En los últimos años, la OIT ha promovido el intercambio de conocimientos regionales e interregionales en la ESS y la creación de redes mundiales a través de sus iniciativas de fortalecimiento de capacidades y de cooperación Sur-Sur y triangular. Entre estos esfuerzos, la "Academia de la OIT sobre Economía Social y Solidaria" surgió como un catalizador de iniciativas innovadoras para apoyar a la ESS.

En colaboración con el Centro Internacional de Formación de la OIT (CIF), se lanzó un programa de creación de capacidad de alto nivel, siguiendo el programa propuesto por la Conferencia Tripartita de la OIT sobre Economía Social celebrada en Johannesburgo en octubre de 2009. La primera edición de la Academia ESS tuvo lugar en Turín, Italia (2010), seguido por Montreal, Canadá (2011), Agadir, Marruecos (2013), Campinas, Brasil (2014), Johannesburgo, Sudáfrica (2015) y Puebla, México (2016), San José, Costa Rica (2016), Seúl, Corea (2017), Luxemburgo, Luxemburgo (2017) y Turín, Italia (2019).

La Academia ESS 2019 es coorganizada por la OIT, en asociación con el Ministerio de Trabajo, Migración y Seguridad Social de España, y con la Confederación Empresarial Española de la Economía Social, CEPES, un actor clave en el proceso español de institucionalización de la ESS. En esta edición, el foco de la academia es el rol de la economía social en el futuro del trabajo.

Esta colección de Buenas Prácticas es parte de la Academia ESS 2019. Está dirigida a agencias de la ONU, gobiernos, trabajadores, empleadores y la sociedad civil y tiene como finalidad incentivar el aprendizaje entre pares a través de la presentación de soluciones del Sur que han demostrado su eficacia en la promoción del trabajo decente en la ESS. Esta es una compilación de la contribución de los participantes de la Academia y editada por la Unidad de Alianzas Emergentes y Especiales (ESPU) del Departamento de Alianzas y Apoyo a los Programas Exteriores (PARDEV).

Introduction

The International Labour Organization (ILO) has been a pioneer in the promotion of the Social and Social and Solidarity Economy. The ILO constitution itself states that *"universal and lasting peace can only be established if it is based on social justice"*. The ILO has been involved in the promotion of the social economy since its establishment and the concept of SSE is an integral part of many ILO initiatives and programmes, such as labour-intensive programmes, the promotion of eco-tourism and fair trade, support to indigenous minorities, local economic development projects, ILO/AIDS, green jobs and, more broadly, sustainable enterprises and the social protection floor. The ILO has developed over decades an extensive expertise in SSE and developed a comprehensive set of strategies and tools for serving people in their quest of social justice through Decent Work.

In recent years, the ILO has been promoting regional and interregional knowledge sharing in SSE and building global networks, through its capacity-building and South-South and Triangular Cooperation initiatives. Among these efforts, the *"ILO Academy on Social and Solidarity Economy"* emerged as a catalyst for innovative initiatives to support the SSE.

In collaboration with the International Training Centre of the ILO, a high-level capacity-building program was launched, following the program proposed by the ILO Tripartite Conference on Social Economy held in Johannesburg in October 2009. The first edition of the SSE Academy took place in Turin, Italy (2010), followed in 2011 Montreal (Canada), in 2013 Agadir (Morocco), in 2014 Campinas (Brazil), in 2015 Johannesburg (South Africa) and Puebla (Mexico), in 2016 San José (Costa Rica), in 2017 Seoul (Korea) and Luxembourg (Luxembourg), Turin in 2019 (Italy).

The SSE Academy 2019 is co-organised by the ILO, in partnership with the Ministry of Labour, Migration and Social Security of Spain, and with the Spanish Business Confederation of the Social Economy, CEPES, and a key player in the Spanish institutionalization process of the SSE. This Academy focuses on the Social Economy in the Future of Work.

This Good Practices Collection is part of the SSE Academy 2019. It is targeted at UN agencies, governments, workers, employers, and civil society to help them learn from initiatives based on Southern solutions that have proven effective in promoting decent work in SSE. This is a compilation of contribution from the Academy's participants, collected and edited by the Emerging and Special Partnerships Unit (ESPU) of the ILO Department of Partnerships and Field Support (PARDEV).

PART IB: CONTRIBUTIONS FROM SOUTH-SOUTH SCHOLARSHIP HOLDERS

Promoting Gender Equality for Decent Employment in Pakistan to achieve Decent Work Country Program (by Akhlaq Hussain)	
Objective(s)	<p>The Gender Gap Index 2018 ranked Pakistan 2nd from the bottom among 145 countries. Poverty, poor health and illiteracy make almost 50% of the country's population who are not full participants in the realm of socio-economic development. The article 25 and 27 of constitution prohibits discrimination. This project aims to improve gender equality, it has three main objectives:</p> <ol style="list-style-type: none"> I. Strengthening national mechanisms to promote equal employment opportunities for women. II. Enhancing the skills and employability of poor women in rural and urban areas of selected districts. III. Strengthening the capacity of the media to raise awareness on issues related to working women
Cooperation between institutions and countries to achieve the objective (s)	<p>In partnership with the Department of Foreign Affairs, Trade and development (DFATD)-Canada, the ILO in Pakistan is implementing the largest Gender Project in South Asia, which aims to improve gender equality in the world of work. Partners: Provincial Departments of Labour, Ministry of Overseas Pakistanis and Human Resource Development, Employers' Federation of Pakistan (EFP), Pakistan Workers' Federation (PWF), Ministry of Textile Industries, Provincial Technical Education and Vocational Training Authorities, Media organizations, Women Development Department (Punjab), Higher Education Commission, and Civil society organizations throughout Pakistan. Target beneficiaries, workers, employers, government officials, media, women and men from disadvantaged socio-economic backgrounds</p>
Effectiveness of the methodological approach	<p>The ILO has arranged training provincial labour department officials on gender mainstreaming, raising employer's awareness and Improving the leadership of trade union members to introduce practices that support the gender equality practices in the workplace, ending harassment, including online complaints for workplace harassment. 6300 women and men training designed in employable skills, using ILO TREE methodology. Training local experts to develop industry competency standards including garment manufacturing, the beauty industry and cotton growing. Enhancing the media's understanding of Pakistan's policy frameworks and international obligations relating to women's employment and working women.</p>
Innovation of South-South practice.	<p>Pakistan has the opportunity to learn from the ILO technical assistance as ILO support in all countries especially South Asia and peer-to-peer linkages. The Decent Work Agenda is advanced through South-South and Triangular Cooperation (SSTC) with the engagement of an increasing number of governments, social partners, UN agencies and non-state actors. Economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour intensive sectors Policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.</p> <p>SSTC Example 1: The GE4DE project participated in a five-day workshop on 'Design for Human Rights:</p>

Balancing Genders' held at the University of Karachi Pakistan. The initiative, funded by the Norwegian Government, is a collaboration between the University of Karachi and the international graphic design project, Poster 4 Tomorrow.

Poster 4 Tomorrow is an independent, non-profit organization based in Paris whose goal is to encourage people in and outside the design community to make posters to stimulate debate on issues that affect us all. The workshop has already been held in Morocco, Botswana India. Future workshops are planned in other developing countries including Senegal, Tunisia, Egypt, Lebanon, Belarus, Bosnia and Herzegovina. GE4DE supported the workshop in Pakistan by arranging a technical session on the issues of gender equality and the world of work.

The first day opened with a debate on collaboration between the University of gender equality where Dr. Salman Asif, former Gender Advisor for the United Nations in Pakistan, introduced the students to the theme of gender equality and its importance in the professional world. This was followed by the screening of SHALI, a short film about child marriage, written by Attiya Dawood. Hervé Matine, the founder of Poster 4 Tomorrow ended the day with a presentation on 'Design for Human Rights Goals. The workshop aimed to shape communication tools which could not only prove useful to civil society organizations active in female empowerment but could also be relevant to the general public. This workshop is a series of workshops held around the world with the goal to promote demographic values, raise human rights awareness and especially focus on promoting on women's right.

Poster 4 Tomorrow works with civil society organizations and communication specialists to help develop effective communication tools that can convey the critical issues of women empowerment, gender equality and human rights to the general public. On subsequent days, students brainstormed ideas and produced poster designs based on the outcomes of the opening debate. The participants used the information from the discussions on workshops held around the world with the gender equality to design posters. At the end of the workshop, the posters were displayed in a small exhibition at the University of Karachi. These was eventually a part of a bigger exhibition designed by the participants (from the 10 chosen countries) held at the end of the year at the Poster 4 Tomorrow headquarters in Paris.

Furthermore, ILO- GE4DE aims to acknowledge the work of the participants in promoting gender equality by printing the posters as postcards.

SSTC Example 2:

Under the project of GE4DE-women empowerment story, the girl who is running a skill development centre in the village with the cooperation of the project. She have been selected by Shell Tameer for the top Social Enterprise Award sponsored by the British Council. Shell Tameer works with partners like SMEDA (Govt. Organization), the Khushali Bank and the British Council, among others, to identify and award young entrepreneurs across the country by providing financial support and technical assistance to help them realize their business plans. The British Council award has selected her for the leadership exchange programme to introduce her to best practices in business, preparing to lead and manage Dera Jattan Zardozi effectively. The British Council and Shell Tameer have provided for an IT and English language trainer for a group of girls including herself in the village. The Shell Tameer has also helped her improve and realize her business plan through networking with local partners who can contribute to building her capacity for better management. Now she leads a team of 90 women at the Dera Jattan Zardozi Centre. She aspires to expand the Centre to include 200 rural women in the training and work plan. Already, women are branching out on their own, opening little units at homes and elsewhere,

supplying directly to the market. The centre will always be there. New women who want to learn will be offered training and market linkages will be provided. All marketing tools have been provided. The project has a Facebook page and internet access and training has been provided to these girls. Their work at Dera Jattan Zardozi project has kept alive a dying craft that has immense potential to help poor local women generate income by introducing its ornate gold and silver thread patterns to urban fashion, especially bridal wear. Ethical fashion is quite the rage among Pakistan's leading designers - ethical fashion aims to empower rural communities and revive dying crafts. From Pulkari made by women in Swat, Chikankari and gotta embroidery made in rural Bahawalpur and the rilli patchwork from villages in Sindh, the traditional crafts practiced in rural communities face extinction due to poverty, lack of support and patronage to sustain them. Leading Pakistani designers like Rizwan Beyg, Deepak Perwani and others have introduced ethical elements in their work, with Perwani working with rural communities in Sindh and Rizwan launching the Ethical Fashion Week - part of a larger, identical movement working for ethical practices in fashion across Bangladesh, Sri Lanka and India.

SSTC Example 3:

150 policy level representatives from various media groups in Pakistan have signed a declaration committing to promote gender responsive reporting. A pool of 981 journalists from print and electronic media from over 40 districts in Pakistan, have been trained in Gender Responsive Reporting using a module called Journalis Plus that has been developed by GE4DE. The trained journalists have shown application of skills some universities are now interested in using this module in their regular Mass Communications courses. The same module has been integrated in Pakistan Broadcasting Academy PBA's training programmes. A specialized module has developed focusing on TV news reporting to portray a positive image of women in electronic media. As a result of these trainings media has started taking keen interest in gender issues. To further compliment, this progress the GE4DE project introduced Journalism Awards for excellence in Gender Responsive Reporting. These awards have been taking place for two consecutive years. The winners of 2015 were awarded fellowships at the prestigious International Training Centre of the ILO in Turin.

SSTC Example 4:

SAARC South Asian Association for Regional Cooperation, it established in December 1985 by the head of States of Bangladesh, India, Pakistan, Sri Lanka, Nepal, Bhutan and Maldives, its a great platform where all neighboring countries share their experiences. As a member of the South Asian Association for Regional Cooperation, Pakistan is aligned to the principals and ideals of the regional body which, during the 18th Summit held in Kathmandu in November 2014, committed member to freeing Asia poverty by appropriately contextualizing the sustainable development goals at the regional level. Summit aims were, promote regional cooperation in the field of vocational education and training. Establish effective measure for preventing the human trafficking and exploitation of women and children, at the same time acknowledge the special needs of the elderly, women, children, differently abled persons, unemployed persons and persons working at hazardous site, while agreeing to develop and strengthen the social protection for them, and share best practices in this regards.

SSTC Example 5: (Pakistan Decent Work Country Program)

Declaration to Forge Regional Cooperation for Promoting Decent Work in South Asia As South Asia has the largest number of labour-force in the world, its Labour Communities have several commonalities and it is in the interest of the people of South Asian Countries that they have common understanding and strategies to

	<p>properly manage labour markets, increase labour productivity, ensure provision of decent working conditions in line with international labour standards and effectively improve the life and conditions of the labour-force.</p> <p>Thus, we, the representatives of the Governments, Employers and Workers, from South-Asian countries (Afghanistan, Bangladesh, Bhutan [could not attend], India, Maldives, Nepal, Pakistan and Sri Lanka) do hereby recognize the need to work jointly and in close coordination to accomplish the objectives; and, for the purpose, agree to formulate and develop a regional cooperation strategy inter alia:</p> <p>a) to gradually expand coverage of labour laws to working communities as per International Labour Standards (ILS); b) to improve working conditions and subsequently enhance productivity and competitiveness of the working communities in South-Asia; c) to institute robust and comprehensive Labour Market Information [LMI] Systems for purpose of evidence-based policy making; d) to have a common platform to endeavour and bargain for better working conditions for ‘South-Asian Migrant Workers’ with the labour-hosting countries and provide better working conditions to migrant workers within the South Asian Countries; e) to improve Occupational Safety & Health systems; f) to enhance relevance, quality and outreach of ‘Social Protection Systems’;g) to eliminate exploitative labour practices and to protect and support vulnerable workers including women, workers with disabilities, migrant workers, and informal economy workers; and h) to constitute a South Asia Labour Forum to facilitate regional cooperation on Labour issues with the consent of South Asian Countries. The South Asian Countries agreed to meet regularly to follow-up on the joint statement.</p> <p>We propose SAARC Secretariat to include labour and labour related issues in its mandate. We call upon the SAARC Secretariat & International Labour Organisation (ILO) for technical support in the follow-up action for enhancing regional cooperation on the above mentioned areas and to develop a plan of action to implement the Joint Statement.</p> <p>We jointly affirm to strengthen regional cooperation on these issues; to ensure knowledge and experience sharing and active tripartite participation; to develop common strategies and platform; to take all necessary measures for the welfare, protection, productivity, sustainability of enterprises and competitiveness of our working communities (be it within our countries or in foreign lands); and, to organise Annual SALC in one of the South Asian Countries by mutual consent.</p> <p>Made in Lahore, Pakistan on 26th April 2014 at the occasion of ‘South-Asia Labour Conference’ (24-26 April 2014)</p>
<p>Elements the make good practice sustainable</p>	<p>Decent work and gender equality a key to the 2030 agenda and foundation for sustainable development. All people whether women, men or transgender individuals are entitled to live with dignity, freedom from want and fear. Thus, the project aims to address the following Sustainable Development Goals (SDGs): SDG 2, SDG 5 and SDG 8. Providing all the people in Pakistan with equal rights, opportunities and access to services – i.e. to decent work, health care, good nutrition, education, participation in cultural life, and representation in political and economic decision-making processes will fuel a sustainable economy and a more prosperous society.</p>
<p>Adaptability</p>	<p>Pakistan’s Vision 2025 prioritizes basic rights and gender equality as central tenants of the country’s development, women’s empowerment is an explicit part of its very first Pillar, “People First”. It conceives of these efforts as vital steps to cement the population’s wellbeing especially the contribution of women to socio-economic development. Seminal national and provincial legislation reflects the Government’s strong commitment to addressing gender inequality. According to economic activity,</p>

	women's labour force participation (23.4%) is significantly lower than of men (48.1%). There is a need for better coordination between women's machineries, alongside collaboration with line departments, to mainstream gender equality across Pakistan.
Results	Government policies and practices are becoming more gender mainstreamed. Data collection and report on gender issues has improved. The Federal Ombudsperson's office launched an online complaints mechanism to enhance their outreach of vulnerable and make the process easier. Because of the project, more than 5000 women had trained and 80% has productively employed. Some women's are working in the formal sector in the textiles, hospitality and services industries, some setting up their own businesses, and some continuing their education. For the first time women playing pivotal role in new trade unions that have been formed in the sector of domestic workers, bakery workers, and agriculture and fishery workers. Measures had taken by the employers to promote gender equality in their organisations such as professional development for women and addressing workplace harassment. More than 800 journalists have been trained on gender responsive reporting and many of them have emerged as leading, recognised gender and labour reporters
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Materials and photo	<p>Training materials has been published in the website and a news magazine has launched with the name of "GE4DW' News promoting gender equality for decent employment. Developing and disseminating promotional packages, materials, reports and publications.</p> <p>https://www.ilo.org/islamabad/whatwedo/projects/WCMS_377960/lang--en/index.htm https://www.canadainternational.gc.ca/pakistan/eyes_abroad-coupdoeil/ISBAD-WEEE.aspx?lang=eng</p>
	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Women in the World of Work</p> </div> <div style="text-align: center;">  <p>Participants gather for a group photo after the Women's Economic Empowerment forum.</p> </div> </div>
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