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LOCAL ECONOMIC DEVELOPMENT

Promoting Decent Work at the Local Level through South-South and Triangular Cooperation

*Contributions from the Global
South*



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Promoting Decent Work at the Local Level through South-South and Triangular Cooperation

Contributions from the Global South

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PREFACE

South-South and triangular cooperation (SSTC) has been part of the global development since 1970. Its importance is essential to promote national and regional international initiatives such as the achievement of the Sustainable Development Goals (SDGs). The SSTC allows the exchange of expertise, networking, transfer and exchange of knowledge, technology and successful experiences. It is guided by the principles of solidarity, leadership, mutual benefit, non-conditionality and should be driven by demand. From the ILO's point of view, the SSTC is a horizontal and supportive means of promoting and implementing the Decent Work Agenda in the context of the 2030 Sustainable Development Agenda, in particular SDG 8: *Sustainable development, full employment and productive and decent work for all, including people with disabilities*. In addition, the SSTC promotes the achievement of SDG 17, which one of its goals is to increase international support for the implementation of effective and specific capacities in developing countries to support national plans for the implementation of all sustainable development goals, including through North-South and South-South cooperation.

The 4th World Forum of Local Economic Development will be held in Praia, Cabo Verde, from 17 – 20 October 2017. This event is part of an open working process, started in 2011, which promotes an international dialogue and shares experiences on Local Economic Development (LED). It offers the opportunity to transform a global alliance of engaged actors into concrete partnerships at the country and local level. Its remarkable potential stems from the large number of diverse leaders and practitioners from national and subnational governments, the private sector, academia, civil society and others. They work together to stimulate policies for sustainable local development – to achieve their ultimate implementation on the ground. On the other hand, this forum will constitute a platform for dialogue on key issues such as poverty eradication, employment and decent work, sustainable entrepreneurship, multi-stakeholder partnerships, including the involvement of civil society, workers' and employers' organizations. Finally, it will analyse how the LED approach stands out as an operational and strategic approach to localize the 2030 Agenda for Sustainable Development and its Sustainable Development Goals.

The forum is an ongoing process, which culminates every two years with a world event. Regional forums, side events and training activities are an integral part of this process.

This paper present articles that were developed by workshop participants who have received a grant from the ILO South-South Cooperation Program for their participation.

1) B. Drame¹, La Coopération Sud-Sud et Triangulaire (CSST) Dans le Domaine de L'entreprenariat Environnemental : Le Cas des Centres de Valorisation des Déchets Plastiques en Afrique de L'Ouest (Sénégal et Burkina Faso)

La coopération Sud-Sud et triangulaire (CSST) a pris de l'ampleur au cours des dernières décennies, le Sud mondial a engagé activement dans l'échange d'expériences et le partage des ressources humaines, techniques et financières. Dans son rapport à l'ECOSOC récemment, le Secrétaire général, déclare que « l'évolution rapide des formes alternatives de coopération au développement, y compris l'élargissement de la coopération Sud-Sud, apporte des moyens audacieux et innovants pour renforcer la coopération pour l'implication des objets du développement durable². Un mode essentiel de la coopération, la CSST sert comme un outil critique pour la lutte contre le changement climatique. De nombreux pays en développement ont également accumulé des connaissances et des expériences uniques en adoptant des parcours de développement durable qui résistent à l'environnement. Ils engagent d'autres pays ayant des besoins de développement similaires. Il existe donc un potentiel énorme de coopération Sud-Sud aujourd'hui et à l'avenir pour compléter le soutien des pays développés.

La stratégie de lutte contre le changement climatique dans le cadre de SSTC fait profiter aussi l'économie sociale et solidaire (ESS) et soutient avec efficacité le développement économique local (DEL). Dans le contexte de la mondialisation, le changement de l'économie locale influencera en grande partie le bien-être social et économique du monde. Aussi, le soutien envers l'ESS et le DEL dans des pays en développement est non seulement la responsabilité du gouvernement local et national même aussi de la communauté mondiale.

➤ Analyse du contexte de programme LVIA

Cette étude de cas est réalisée à partir d'une recherche documentaire. Les informations analysées proviennent essentiellement de l'expérience développée par l'ONG italienne "Lay Volunteers International Program" (LVIA) qui est active depuis 1966 dans la gestion de déchets en Afrique. Le choix est orienté vers la valorisation des déchets plastiques dans les pays de l'Afrique de l'Ouest en raison de la gravité du péril plastique et des opportunités d'emploi et de création de revenu que ce secteur comporte. En effet, les filières de recyclage de déchets sont des vecteurs de création d'emplois locaux, souvent peu qualifiés, qui peuvent contribuer à la lutte contre la pauvreté dans les classes sociales les plus démunies.

Elles contribuent aussi à l'émergence d'une « économie circulaire », où les déchets peuvent redevenir des ressources le plus près possible des utilisateurs. Enfin elles ont également un impact positif sur la gestion des déchets, sur l'environnement urbain, la lutte contre le changement climatique et les risques sanitaires induits par une mauvaise gestion des déchets.

Dans les villes de l'Afrique de l'Ouest comme Dakar et Ouagadougou, des circuits de récupération informelle se sont mis en place pour capter les matériaux recyclables à forte valeur ajoutée comme les métaux et les plastiques. Ces derniers, s'ils ne représentent qu'environ 8 % en poids des déchets collectés dans les villes des PED, voient leur part augmenter très fortement. La Banque Mondiale prévoit une augmentation de 1% de la part du plastique dans les déchets pour les pays à faibles revenus d'ici 20 ans, avec une quantité de déchets produits multipliée par deux.

Les plastiques présentent un impact environnemental fort, induisent une pollution visuelle très importante dans de nombreuses villes, et favorisent la création de mares dans lesquelles peuvent se développer des

¹ Baba Drame

² Référer au <https://www.unsouthsouth.org/2017/07/06/un-secretary-general-antonio-guterres-highlights-the-importance-of-south-south-cooperation-in-his-report-on-repositioning-the-un-development-system-to-deliver-on-the-2030-agenda/> (accédé le 14 septembre 2017.)

maladies. Ils présentent également un risque pour le bétail qui les ingère et meurt prématurément. Enfin ils sont la source d'une importante pollution de l'air et le changement climatique lorsqu'ils sont brûlés dans les rues.

Pourtant, 75% des plastiques produits dans le monde sont de la grande famille des thermoplastiques. Ces plastiques présentent la particularité d'être aisément recyclables, pour être réutilisés dans la fabrication de produits plastiques. Le plastique étant produit à partir de pétrole, avec une variation permanente du cours du baril, valoriser les déchets plastiques peut vite représenter des économies non négligeables.

➤ **Le modèle développé par la LVIA : les centres de valorisation des déchets plastiques**

Dans le cadre de l'appui à la valorisation des déchets plastiques, la LVIA a soutenu plusieurs pays en Afrique de l'Ouest sous forme de la coopération triangulaire pour mettre en place des centres de valorisation des déchets plastiques. L'impact économique des centres de valorisation du plastique se décèle dans quatre domaines :

- Création d'emplois pour l'économie locale ;
- Opportunité de revenus pour la population ;
- Renforcement du marché local des produits en plastique recyclé à travers la collaboration avec des entreprises du secteur et la sensibilisation de la population sur l'opportunité de valoriser et d'acheter ces produits ;
- Promotion de structures associatives ou coopératives ayant des buts sociaux dans le secteur environnemental par l'accompagnement professionnel des travailleuses et des travailleurs des centres.

La solution économique promue par les centres est modelée sur les caractéristiques du contexte local et sur la base d'études sociales spécifiques et de marché qui en ont préalablement testé la faisabilité. Il s'agit d'activités de business environnemental, dont les mécanismes économiques induisent une amélioration de la qualité de l'environnement. En juin 2009, une étude de l'Agence française Espère a indiqué qu'au cours de 2008, les activités des femmes qui travaillent au centre Proplast de Thiès, au Sénégal, grâce à une valorisation de 150 tonnes de plastique, ont évité la production de 273 tonnes d'anhydride carbonique, en considération du fait que les entreprises ont utilisé ce produit comme matière première en substitution à la matière plastique vierge. En application des normes internationales sur l'environnement, Proplast recevra une récompense monétaire en bénéficiant des crédits pour les émissions évitées.

➤ **Promotion de la CSST par la LVIA**

Les échanges de l'expérience et la technologie entre opérateurs Italiens et Africains dans le recyclage des matières plastiques est dynamique. Comme mesure de soutien à ce dynamisme et promouvoir l'échange non seulement Nord-Sud mais aussi Sud-Sud, la LVIA a organisé à Dakar deux rencontres triangulaires, avec la contribution de la Région Lombardie et la participation de ASSOCOMAPLAST (Association Italienne des Constructeurs de Machines et Moules pour Matières Plastiques et Caoutchouc) en impliquant les entrepreneurs, les municipalités, les organismes gouvernementaux, les organismes publics et privés du secteur du plastique de l'Italie et de l'Afrique de l'ouest. Les rencontres ont favorisé des échanges techniques et institutionnels visant à promouvoir la filière du recyclage du plastique.

➤ **La contribution de la coopération décentralisée**

Avec les politiques de décentralisation en cours au Sénégal et au Burkina Faso, les gouvernements ont transféré graduellement aux villes de nouvelles responsabilités surtout en matière de gestion des déchets. Cette mesure a facilité largement l'échange Sud-Sud dans le niveau local.

- **Au Sénégal**

L'expérience la mieux réussie dans le domaine de la valorisation des déchets plastiques est sans doute Proplast Industrie. Il s'agit d'une société créée en mars 2010 à partir de l'expérience d'un Groupement de Promotion Féminin (GPF) intitulé LAGUE DIOM fondé en 1998 et soutenu par des partenaires au développement du Nord et leur contrepartie locale parmi lesquels la Communauté Européenne, l'Ambassade du Japon au Sénégal, de l'ONG Italienne LVIA et les régions italiennes de la Lombardie et du Piémont.

Le soutien de ces partenaires du Nord avait permis de créer un centre de prétraitement des déchets plastiques installé à Thiès (localité située à 70 km de Dakar). Aussi un véritable savoir-faire a été développé dans le domaine du traitement des déchets plastiques (récupération, tri, valorisation).

C'est dans un souci de formalisation et d'amplification de l'activité pour mieux satisfaire la demande de la clientèle du centre que le GPF a décidé de s'associer avec des partenaires nationaux et internationaux pour créer la nouvelle société industrielle Proplast Industrie. Proplast Industrie a une mission de développement durable articulée à un triple objectif :

- Un objectif environnemental qui consiste à extraire les déchets pour assainir le territoire sénégalais. Ces déchets plastiques sont ensuite traités pour produire de la matière première à proposer aux industriels. La récupération des déchets plastiques permet aussi de réduire les émissions de gaz à effet de serre et des substances dangereuses dans l'atmosphère.
- Un objectif social en développant des activités génératrices de revenu pour la population et des métiers nouveaux dans le domaine de la gestion des déchets plastiques. Ce faisant, Proplast crée de la richesse et contribue à la lutte contre la pauvreté.
- Un objectif économique à travers une contribution effective au développement du tissu industriel national, notamment la plasturgie, en fournissant de la matière première secondaire aux entreprises industrielles.

Le succès de Proplast a inspiré d'autres communautés qui se sont engagées dans le secteur avec l'appui de partenaires triangulaires. En vue de répliquer cette expérience, deux communes sénégalaises (Joal-Fadiouth et Tivaouane Diacksao) ensemble avec deux communes Piémontaises (Fossano et Galliate) avec le soutien du "Programme Sahel" de la Région Piémont, ont décidé de mettre en œuvre des projets axés sur l'assainissement et la collecte des déchets plastiques.

- **Au Burkina Faso**

Dans le cadre du schéma directeur de gestion des déchets, la ville d'Ouagadougou a sollicité l'appui de la LVIA pour évaluer les possibilités de réplification de l'expérience de valorisation des déchets plastiques déjà menée au Sénégal. Ainsi a été réalisé le premier centre de valorisation des déchets plastiques d'Ouagadougou qui a bénéficié de l'appui de la Région Piémont à travers le "Programme Sahel", de la ville de Turin, et de la Banque Mondiale qui a primé le projet dans le cadre de son Programme Development Marketplace.

Pour pérenniser cette action, la ville s'est engagée dans la gestion du centre en collaboration avec l'Association des femmes qui y travaillent et la LVIA qui continue à assurer l'accompagnement technique. D'autres actions ont été menées dans le cadre des rapports de coopération décentralisée entre les villes de Turin et Ouagadougou avec l'appui de la Région Piémont : en 2003, les deux Villes ont conclu un accord de coopération qui désigne la LVIA comme l'organisme chargé d'assurer l'accompagnement technique. Depuis 2006, avec la collaboration et l'appui de la Région Piémont, de la Congrégation des Frères de la Sainte Famille de Chieri et de ASSOCOMAPLAST, le Centre Artisanal Sainte Famille de Saaba (situé dans les parages de Ouagadougou) produit avec la matière broyée qu'il achète auprès du centre, des kits scolaires

en plastique recyclé qui sont vendus sur le marché ouagalais et offerts aux écoles comme instrument d'éducation environnementale.

En 2008, avec l'appui du "Programme Sahel", de ASSOCOMAPLAST et l'accompagnement de la LVIA, la Province de Cuneo et la ville de Ouagadougou ont initié un projet de coopération décentralisée dans lequel l'entreprise burkinabé Fasoplast, en utilisant la matière broyée du centre, a produit 8.000 poubelles en plastique recyclé que la municipalité de Ouagadougou a distribué à des écoles et services publics comme bonne pratique environnementale.

➤ **Perspectives**

Dans l'avenir, il sera nécessaire de faire du plastique recyclé une alternative de plus en plus compétitive sur les marchés locaux.

À cet effet, la LVIA, sur la base de l'expérience développée dans le secteur, a identifié les priorités suivantes qui vont structurer sa coopération future avec le Sénégal et le Burkina Faso à :

- Promouvoir des cadres nationaux de concertation pour l'élaboration d'une politique de promotion du développement de la filière du recyclage du plastique à travers des incitations économiques, juridiques et fiscales ;
- Promouvoir la production ou l'importation de technologies appropriées qui permettent de rendre plus rapides les procédés de production des centres de traitement et de valorisation des déchets plastiques ;
- Promouvoir la qualité de matières recyclées à travers une certification des produits auprès des entités concernées. Ceci permettra d'offrir de meilleures garanties aux entreprises du secteur en ce qui concerne le respect des standards internationaux.
- Réaliser des études de faisabilité technique et économique pour la conception, la production et la vente de nouveaux produits en plastique recyclé ;
- Promouvoir l'utilisation d'énergies renouvelables dans les centres pour diminuer les coûts liés à la consommation d'énergie électrique et minimiser l'impact environnemental des activités de traitement et de valorisation des déchets ;
- Améliorer les capacités entrepreneuriales des coopératives et des groupes engagés dans la valorisation des déchets plastiques pour favoriser l'insertion sociale des plus pauvres et des groupes vulnérables et garantir la durabilité des activités ;
- Promouvoir dans d'autres villes la collecte et le prétraitement des déchets plastiques avec un système de valorisation complet ;
- Soutenir les centres dans l'élaboration de bilans d'impact environnemental notamment le calcul leur bilan carbone pour profiter des opportunités du marché du carbone.

L'emploi ainsi que le développement environnemental et social sont des facteurs indispensables du développement durable. Le principe de solidarité crée un lien timide SSTC et ESS. La réalisation du Programme de développement durable pour 2030 et en matière de changement climatique ne peut être réussie si les gouvernements agissent tous seuls sans coopération. Il est évident que la modalité de CSST constitue un moyen signifiant pour répondre aux défis des pays les moins développés pour la promotion de l'employabilité local, l'économie social et solitaire, la dégradation de l'environnement et le changement climatique. La CSST aide et aidera les pays à s'inspirer de ces expériences et à tirer parti des bonnes pratiques pour promouvoir le développement économique et social local qui favorise le progrès humain. Pendant des années, la coopération au développement a vu la transformation progressive du flux des ressources, des connaissances, des compétences et des technologies d'une façon verticale de Nord au Sud au flux transversal du Sud au Sud. Bien que la coopération Nord-Sud demeure dominant dans la forme de SSTC, la coopération entre les pays du Sud a considérablement augmenté ces dernières années. Les pays

du Sud global contribuent de façon significative à attirer les experts, à engendrer les innovations, à faciliter le progrès des technologies et des connaissances qui sont appropriées et adaptées à leur situation de même que celles qui sont utilisées ailleurs dans le monde. Il faut donc une coopération plus étroite entre le Sud Global pour une économie durable.

2) *E. Silva*³, A centralidade da Economia Solidária

A prolongada crise econômica internacional tem aprofundado o desemprego, principalmente nos países em desenvolvimento e pobres. O desemprego conjuntural, em conjunto com o desemprego estrutural, por conta das alterações organizativas e estruturais do sistema produtivo, tem exigido um novo papel da economia solidária, atribuindo-lhe centralidade estratégica, não só como alternativa à geração de trabalho e renda, mas também na concepção do desenvolvimento local e regional.

A crise econômica que se inicia em 2008 se mostra estrutural do modelo de reprodução da economia. Essa constatação estabelece aos gestores uma maior eficácia na construção das políticas públicas, no fortalecimento de parcerias no desenvolvimento local e regional, na busca de respostas imediatas e na construção de soluções no combate ao crescimento da exclusão social.

Na atualidade, em várias administrações, sejam elas municipais e estaduais, o poder público vem incentivando a ampliação do atendimento de demandas dos trabalhadores na busca de experiências de auto-organização como estratégia de enfrentamento ao desemprego e precarização das condições sociais. Várias experiências de criação de novos instrumentos organizativos e capacitação técnica para a sua viabilidade têm sido incorporadas às políticas públicas mais tradicionais.

Essa análise busca discorrer sobre a mudança de patamar das concepções da economia solidária como política pública no Brasil. O seu papel marginal começa a ser substituído pela centralidade na construção de soluções para a geração de trabalho e renda e o seu potencial começa a ser reconhecido como indutor do desenvolvimento local e regional.

No último período, esse tema tem ocupado espaço relevante na Frente Nacional de Prefeitos (FNP), através de sua vice-presidência de Economia Criativa e Solidária, na sua articulação com a Rede Nacional de Gestores de Políticas Públicas de Economia Solidária e na administração municipal de Araraquara, no estado de São Paulo.

O avanço nas formulações tem, em decorrência, construído uma imensa expectativa sobre a potencialidade da economia solidária como política pública, no diálogo com os demais países da América do Sul e na troca de experiências na concepção do desenvolvimento local e regional, já que é nítido o processo crescente de desemprego e precarização do trabalho no continente. Reforçando que muitas iniciativas têm sido registradas no enfrentamento a esse processo. A busca por experiências exitosas em outros países é cada vez mais necessária.

O conceito de desenvolvimento local e regional estruturado na economia solidária, na perspectiva de uma nova lógica econômica, fortalece a necessidade de um diálogo permanente Sul/Sul, dentro de uma realidade econômica e social de muita identidade e proximidade social, sempre se respeitando as especificidades.

Administração municipal de Araraquara

De acordo com dados da Fundação Sistema Estadual de Análise de Dados (Seade), o município de Araraquara, localizado na região administrativa central do estado de São Paulo, com uma área 1.003,63 km², tem uma população de 222.791 (2017), possui o Produto Interno Bruto (PIB) de R\$ 7,98 bilhões

³Edinho Silva, cientista social, formado pela Unesp (Universidade Paulista), mestre em engenharia de produção, pela Ufscar (Universidade Federal de São Carlos); foi deputado estadual por São Paulo; foi ministro da Comunicação Social no segundo governo Dilma Rousseff; é prefeito de Araraquara e vice-presidente da Frente Nacional de Prefeitos para a Economia Solidária.

(2014), uma renda per capita de R\$ 36,7 mil (2014) e a participação no PIB de 0,43% (2014), entre os 645 municípios do estado de São Paulo.

Da perspectiva da sua diversificação produtiva, destaque regional para a agroindústria, a principal âncora da sua economia. Tem relevância também os ramos de confecções, têxtil e metal mecânico. Os segmentos relacionados às atividades agroindustriais de processamento de cítricos, de açúcar e álcool, prevalecem e dão a dinâmica regional. Na indústria metal mecânico, muitas são as indústrias vinculadas ao segmento agroindustrial, mas destaca-se também a presença recente do segmento aeronáutico com a implantação, no início do século, de uma unidade da Embraer. Na metalurgia também tem importância, desde a década de 70, do século XX, o setor de geração de energia.

A cidade de Araraquara é um importante polo de comércio e prestação de serviços para toda a região. Tem destaque a existência de universidades e centros de pesquisa, dando para a cidade uma relevância nacional na produção científica e formação de mão de obra qualificada.

A gestão pública de Araraquara, iniciada neste ano, estabeleceu como meta a construção de uma "cidade participativa e solidária", buscando implantar um programa de governo dividido em 04 eixos principais: "Gestão democrática e participação popular", "Transparência e controle social", "desenvolvimento e sustentabilidade", "Qualidade de vida e efetivação de direitos sociais".

No ano de 2017, a cidade completou 200 anos de existência e as metas estão pactuadas em amplos debates públicos, com caráter deliberativo, ocorridos na elaboração do Plano Plurianual (investimentos até 2021) e na construção do Orçamento Participativo (plano de investimentos anual).

Importante ressaltar que a elaboração do orçamento municipal ocorre anualmente em plenárias públicas regionais – são onze regiões da cidade, além das temáticas (idosos, jovens, mulheres, igualdade racial, pessoas com deficiências e população LGBT), além da plenária da Cidade para se debater investimentos de interesse da cidade toda, que vão além dos interesses e das deliberações das plenárias regionais. Após esse amplo processo de debates, a população participante delibera o plano de investimentos para o exercício orçamentário do ano seguinte. Nas plenárias, os gestores públicos prestam contas do exercício do orçamento em execução, adotando uma prática de transparência máxima na gestão e de total controle público.

Nessas plenárias, são eleitos representantes populares que acompanham a formulação dos projetos escolhidos como prioritários. Quando os mesmos exigem obras e compras de equipamentos, os conselheiros do Orçamento Participativo, eleitos como representantes regionais pela população, acompanham e fiscalizam a elaboração dos projetos arquitetônicos e de engenharia, das licitações, execução das obras e implantação dos programas.

Toda a elaboração programática busca estar em sintonia com os 'Objetivos do Desenvolvimento do Milênio (ODM)', desde os eixos que orientam as políticas públicas, a marca a ser perseguida, que unifica a linguagem na construção do consenso social, passando pela proposta de gestão democrática e controle social.

A atual gestão do município se inicia com um alto índice de endividamento, atividade econômica desaquecida, desemprego e queda significativa da receita pública. Além da gestão democrática, com efetiva participação da sociedade civil na construção das soluções administrativas, se definiu como estratégico a ampliação e fortalecimento da economia solidária, concebendo-a como instrumento de organização da

economia local e regional, tornando-se estruturante no diálogo social, como modelo de relações, de adoção de novos valores nas relações da sociedade local.

Com a convicção de que uma política pública de governo para ser efetiva deve ter continuidade e se consolidar como política de Estado, no caso do município, ser incorporada como central no desenvolvimento das políticas públicas é necessário a esta política, a sua institucionalização com controle social e integração e transversalidade com as demais políticas públicas.

Com esse objetivo, foi realizada a 1ª Conferência Municipal de Economia Criativa e Solidária de Araraquara/SP, nos dias 14 e 15 de julho de 2017, com o tema "Desenvolvimento econômico local com trabalho decente: geração de renda e inclusão social", organizada de forma coletiva pelo poder público e a sociedade civil, onde foram debatidas e deliberadas propostas que subsidiaram a elaboração do Plano Plurianual 2018-2021 e também do Plano Municipal de Economia Solidária que será enviado para apreciação na Câmara Municipal, tornando-se lei que norteará as ações das políticas públicas. Esse processo estabelece a institucionalização com efetiva participação e controle da sociedade civil.

Entre as deliberações da 1ª Conferência, além da proposta do Plano Municipal de Economia Solidária, está a criação do Sistema Público Municipal de Economia Solidária, do Conselho e Fundo Municipais de Economia Solidária, todas deliberações da sociedade civil, que serão apreciadas pelo Poder Legislativo, garantindo sua institucionalização.

Essa institucionalização dará as garantias necessárias e o controle social sobre as políticas públicas da economia solidária, garantido o passo posterior, que será a implementação do Centro Público de Economia Solidária, espaço físico voltado ao desenvolvimento de políticas públicas de apoio, fomento, desenvolvimento e comercialização dos produtos oriundos dos empreendimentos econômicos e solidários. Esse conjunto de ações dá à economia solidária a centralidade necessária para um modelo eficaz e dinâmico para o desenvolvimento local e regional.

Articulação e integração entre a Frente Nacional de Prefeitos e a Rede Nacional de Gestores

Pensando o município como o grande articulador do desenvolvimento local e regional, essa estratégia, de ter a economia solidária como central na organização das políticas públicas, se reproduz em outros municípios e nas esferas estadual e federal.

Cada vez mais é importante a existência de uma articulação e integração entre a Frente Nacional de Prefeitos, a partir da sua vice-presidência de Economia Criativa e Solidária, liderada pela Prefeitura de Araraquara e a Rede de Gestores, que por sua vez, atua no sentido de contribuir para criação de espaços para o debate e proposição de ferramentas adequadas que fortaleçam essas iniciativas dos gestores públicos.

Essa capacidade organizacional do debate e das políticas públicas tem criado condições favoráveis de identificação e viabilização de oportunidades locais, bem como de integração das ações das políticas públicas, tornando possíveis as ações transversais e intersetoriais, nas esferas municipais e estaduais, e nas diversas secretarias e órgãos locais (trabalho, educação, saúde, serviços, habitação, desenvolvimento econômico, assistência social, direitos humanos e cidadania, segurança urbana, desenvolvimento urbano, cultura, esporte, etc.).

Essa experiência de articulação de gestores e construção das políticas públicas entre as várias secretarias e órgãos da administração pública, coloca a economia solidária de forma factível, como política pública de

desenvolvimento sustentável, reconhecendo nesta uma possibilidade de geração de renda, organização da produção, distribuição de renda, desenvolvimento de novos valores e instituindo novas relações sociais.

Estamos vivenciando uma sociedade cada vez mais competitiva, cada vez menos solidária e cada vez mais refratária aos objetivos de Desenvolvimento do Milênio. O individualismo e a competitividade são os valores que são incentivados e culturalmente impostos nesse momento da nossa história. Tenta-se traduzir a exclusão social como falta de competência e não falta de oportunidade.

É como contraposição a essa realidade que a economia solidária assume papel central. Ela não é a saída para todas as mazelas, mas ela propõe a construção de novas práticas e novas relações sociais. A economia solidária não é só uma saída diante da crise, para o desemprego, para a exclusão. Ela é um instrumento que nos leva à reflexão de que é possível gerar riquezas e distribuir riqueza tendo como base outra organização das cadeias produtivas, no fomento ao mercado, no desenvolvimento local e regional e no incentivo de novos valores. A economia solidária é capaz de fomentar o raciocínio e a reflexão, de que é possível a sociedade se organizar, produzir riqueza, gerar riqueza como algo estratégico para o desenvolvimento econômico, não como algo paliativo, assumindo centralidade na organização das políticas públicas.

3) F. Baptista⁴, *The Use of Internet to Enhance and Boost South-South and Triangular: Cooperation for Achieving the Sustainable Development Goals*

South-South and triangular cooperation has increasingly being considered as a highly significant approach in efforts for achieving the Sustainable Development Goals by 2030. In its “How-to guide on South-South and triangular cooperation and decent work” (ILO, 2014), the International Labour Organization presents South-South and triangular cooperation (SSTrC) as follows:

“South-South and triangular cooperation is a partnership among equals which involves a learning process or exchange of expertise derived from effective initiatives for development that have been implemented in southern countries. South-South and triangular cooperation initiatives can be held in the form of study tours, knowledge-sharing platforms, among others, with the purpose of exchanging resources and technology or facilitating the transfer of knowledge and experience to develop skills and capabilities. It can be carried out between two or more countries from the South and all stakeholders can benefit from the learning process. Implementation can take place at regional, subregional and inter-regional levels. Without any sort of conditionality, South-South and triangular cooperation aims at promoting self-sufficiency and strengthening ties between partners whose characteristics, challenges and areas of opportunity are more equally matched. Partners can help each other in numerous vital areas such as social security, labour standards, labour law, social dialogue, human rights, child labour, education, energy, and environment. Moreover, they can collaborate on joint advocacy campaigns and other communication activities”.

The UN General Assembly resolution 64/222 (“Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation”) defines South-South cooperation as: *“a common endeavour of peoples and countries of the South, born out of shared experiences and sympathies, based on their common objectives and solidarity, and guided by, inter alia, the principles of respect for national sovereignty and ownership, free from any conditionalities. South-South cooperation is a partnership among equals (...) it embraces a multi-stakeholder approach, including non-governmental organisations, the private sector, civil society, academia and other actors that contribute to meeting development challenges and objectives in line with national development strategies and plans”.*

This sort of horizontal cooperative effort –characterized by a strong emancipatory feature and as conducive to the balance of power in the field of international relations– has become an important element in debates and practices related to Sustainable Development. This was affirmed by the significance and importance attributed to South-South and triangular cooperation in targets of the Sustainable Development Goal 17 of the UN 2030 Agenda (Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development).

Concerning practical implementation, one of the major challenges in cooperation experiences extending beyond national borders refers to the conservation of “interactive coupling” amongst people involved in collaborative initiatives. In a few words, the existence of interactive coupling means that people keep engaged in constant conversations and carry out a diversity of joint activities with high and regular frequency. The formats of interactive coupling which are more conducive to the emergence of collective intelligence and to the maximization of synchronisms and synergy amongst complementary activities are

⁴ Fernando Baptista

the ones characterized as “distributed networks”, that is to say, when all people have the means for easily and directly accessing all other implicated persons as well as potential new partners (situation also known as “peer-to-peer”). The Internet stands today as a very promising means for complementing face-to-face interactions and minimizing some of the major barriers in sustaining high levels of interactive coupling in distributed networks of South-South cooperation: a) barriers of geographical distance, and b) language barriers⁵. Particularly with the increasing expansion of mobile technologies and with interfaces that become more and more friendly and natural, it is already possible to notice the achievability of instantaneous interactive connections amongst people located in different parts of the world who have decided to act together. Virtual interaction, if combined in a safe, appropriate and clever way with the possibilities of face-to-face interaction, leads to the generation of an interactive continuum which can significantly enhance and boost initiatives of South-South and triangular cooperation for achieving the Sustainable Development Goals.

In recent years, attempts to use the Internet in creative, innovative and emancipatory ways are proliferating in many areas of sustainable socioeconomic development –approach broadly known as “information and communication technologies for development (ICT4D)”. An example of this was the design and implementation of virtual interactive spaces for knowledge sharing and South-South cooperation designed to complement and enhance the ILO Academy on Social and Solidarity Economy (SSE). These multilingual virtual spaces were named “Collective Brain” of the SSE Academy (existing since 2012) and “Meeting Point” for South-South and triangular cooperation in the SSE (existing since 2013):

- **“Collective Brain” of the SSE Academy (<http://www.sseacb.net/>):** The Collective Brain is a virtual interactive space aiming to enrich the ILO Academy on Social and Solidarity Economy⁶. Its purpose is to allow that participants, former participants and other people interested in the SSE Academy remain involved, cooperate and deepen knowledge in real time through the Internet. This is a virtual multilingual space which tries to reproduce and enhance the interactive dynamics of the SSE Academy on a permanent basis. The ILO has built a long tradition and developed a thorough expertise on SSE enterprises and organizations and believes that tools such as the Collective Brain can help to strengthen continental and inter-continental networks in the field of SSE. This space was developed in 2012 with the support of the International Labour Office and of the International Training Centre of the ILO.
- **“Meeting Point” for SStrC in the SSE (<http://www.sstcsse.net/>):** this is a virtual meeting point where people from different countries can meet, engage, exchange and cooperate on the field of Social and Solidarity Economy (SSE) within the perspective of South-South and triangular cooperation (SSTrC). Its main goal is to increase the direct connectivity and the interactivity amongst people interested in this proposition. This space was developed in 2013 with the support of the ILO Partnerships and Field Support Department (PARDEV) in the framework of the Social and Solidarity Economy Academy. Based on its comprehensive expertise on SSE enterprises and organizations, the ILO believes that SStrC can provide a tool to build continental and inter-

⁵ Regarding the minimization of language barriers, nowadays the use of Internet tools for instant translation of text and even speech is becoming increasingly reliable and widespread. In addition, this is a field which is receiving significant investments and is quickly evolving. Moreover, the Internet has also become a considerably important means for language learning and practicing.

⁶ More information about the ILO SSE Academy: <http://socialeconomy.itcilo.org/>

continental networks in the field of SSE. In addition, the concepts of SSE and SSTRc cut across all four dimensions of the ILO's Decent Work Agenda.

It is possible to notice that, since their launches, the “Collective Brain” and the “South-South Meeting Point on SSE” have been having a highly positive impact on the innovation dynamics and levels of interactivity of the SSE Academy and other ILO-related initiatives in the field of Local Economic Development (LED). This is confirmed by constant and substantial increases in numbers of accesses to these virtual spaces coming from multiple countries and by the growing engagement of key people from the fields of SSE and LED in their conversation groups and social media channels.

Following the success of this strategy in the field of SSE and LED, the ILO Partnerships and Field Support Department (PARDEV) has decided to extend the initiative also to other ILO key topics: the elimination of child labour and modern slavery; job creation; skills development; social protection; social dialogue; labour migration; and cooperation between fragile countries (Fragile-to-Fragile). In 2016 the “South-South Meeting Point” was reshaped and enlarged to cover all these areas related to Decent Work and Sustainable Development and a new home page was launched (<http://www.southsouthpoint.net/>)⁷. The links presented below provide direct access to the main areas and social media of the new ILO “South-South Meeting Point”:

- Home page in English: <http://www.southsouthpoint.net/>
- Home page in Spanish: http://www.southsouthpoint.net/index_es.html
- Home page in French: http://www.southsouthpoint.net/index_fr.html
- Home page in Portuguese: http://www.southsouthpoint.net/index_pt.html
- Conversation group on Facebook: <https://www.facebook.com/groups/1094763267235517>
- Conversation group on LinkedIn: <https://www.linkedin.com/groups/8490914>
- Conversation group on Google+: <https://plus.google.com/communities/110273953357697404735>
- YouTube channel (videos):
<https://www.youtube.com/channel/UC4CKRQWOpW0x0vVac49SoEA>
- Main collection of documents and materials: <https://goo.gl/G6tkbw>
- Twitter (general news): https://twitter.com/sstc_mp

In addition, the use of the Internet also became especially important in the “1st ILO Academy on South-South and Triangular Cooperation”⁸ (held in Turin, Italy from the 11th to the 15th July 2016). An interactive pre-learning phase was conducted by Internet and introduced basic principles and key questions related to the topics which were tackled later during the face-to-face sections of the Academy. Throughout this previous virtual phase participants were able to start knowing each other and had the chance to express their views, concerns and needs before they met in person in Turin. This interactive space was primarily designed for participants of the SSTRc Academy, but was also be open for anyone interested in the topics covered by the Academy or willing to know and interact with its participants. The following links allow direct access to the main web spaces related to the 1st ILO Academy on SSTRc:

- Pre-learning spaces in English: <http://www.southsouthpoint.net/sstcacd2016.html>
- Pre-learning spaces in Spanish: http://www.southsouthpoint.net/sstcacd2016_es.html
- Pre-learning spaces in French: http://www.southsouthpoint.net/sstcacd2016_fr.html

⁷ To learn how to use the ILO “South-South Meeting Point”, visit the web address <http://www.southsouthpoint.net/> and then click on “About”.

⁸ More information about the ILO SSTRc Academy: http://www.ilo.org/pardev/partnerships/south-south/WCMS_458078/lang--en/index.htm

- Pre-learning spaces in Portuguese: http://www.southsouthpoint.net/sstcaad2016_pt.html
- Facebook page of the 1st ILO Academy on SSTRC: <https://www.facebook.com/sstcademy>

Furthermore, the 1st ILO Academy on SSTRC also featured a post-learning effort carried out as well by Internet. This phase began just after the Academy face-to-face period and was based on the use of thematic subspaces under the “South-South Meeting Point” in order to enable and encourage participants to remain updated on the main topics covered by the Academy and to allow them to keep exchanging knowledge and cooperating in a permanent basis.

Inspired by ILO’s strategy, the United Nations Office for South-South Cooperation (UNOSSC) also decides to reshape its Internet strategy and launches similar efforts in the beginning of 2017. Its new website (<https://www.unsouthsouth.org/>) is highly integrated to social media and features a UN System Portal⁹ and a Member States Portal¹⁰ which try to foster and encourage horizontal peer-to-peer cooperative efforts and synergetic interactivity amongst persons from all UN organizations and constituent countries engaged in SSTRC, as well as key partners from development entities, civil society and academia across the globe.

As such, through this innovative, creative and emancipatory stance towards the use of the Internet, the ILO and the UN stand out and become interesting examples related to the the use of information and communication technologies to advance SSTRC for promoting decent work opportunities, social justice and achieving the Sustainable Development Goals. At the same time, it attests the growing importance of global communities of debate and practice which are horizontal, active, innovative and cooperative, in a changing world that is increasingly interconnected and less restricted by geographical distances and national borders.

⁹ <https://www.unsouthsouth.org/un-system-portal/>

¹⁰ <https://www.unsouthsouth.org/member-states-portal/>

4) *F. Njokweni*¹¹, Building Capacity on LED and Decent Work, Through SSTC, in the Context of the Sustainable Development Goals (SDGs)

Having been established in 2009 as a knowledge management initiative mandated to position the eThekweni Municipality as a centre of learning and sharing; the Municipal Institute of Learning (MILE), since its inception, subscribed to LED and decent work policies and practices within the context of SDGs. Over the years, MILE has adopted a multi stakeholder approach in its activities, and emphasizes Goal 17 (Partnerships) as a tool to achieve SDGs in general. The focus of MILE has been on south – south cooperation and enhancing good practices, identifying synergies, approaches and strategies to advance the potential of the global south at large. MILE subscribes to the notion of creating conditions for sustainable, inclusive and sustained economic growth; equal opportunity; removal of barriers to empowerment particularly girls and women; decent, dignified and rewarding lives and to achieving full potential; as well as shared prosperity and decent work.

In recent years, MILE has enhanced north – south, south - south and triangulation cooperation and knowledge sharing, through improved coordination and facilitation mechanisms. It has promoted the development, transfer, dissemination and diffusion of knowledge. We have therefore enhanced international; support for implementing effective and targeted capacity building to support plans to implement SDGs including thorough cooperation; developing and facilitating the availability of appropriate knowledge and technical support. Through this programme, we have also facilitated access to information, knowledge and experience (or expertise), as well as best practices, lessons learned, innovation and policies.

The 17 SDGs and 169 targets have given MILE a new dimension and now, the principles of inclusivity, universality and transformation in the way it addresses south – south cooperation has been fully embraced. Our participation in various communities of practice, learning partnerships and networks, as well as cooperation and sister - sister agreements has allowed for the exchange of expertise and knowledge at great lengths. These engagements have benefitted sub national and/or decentralised governments to a great extent. Likewise, MILE has benefitted significantly from these engagements, because learning is a two stream. The magnitude of our engagements has allowed us to participate in diverse practices, disciplines and fields.

Given the high rates of poverty, inequality and unemployment in the context of South Africa and possibly in the global south, LED is part of MILE master classes, learning exchanges, peer to peer exchanges, and knowledge exchanges, study visits, benchmarking exercises, urban strategic planning sessions, technical support, seminars and workshops. MILE programmes target local government practitioners. However, our services have been extended to sub national structures - associations, regional and national government departments. Over the years, the narrative of MILE has moved from knowledge management to organisational learning and city to city learning. LED and decent work as espoused in SDG 8, 11 and 17 has been merged into and/or integrated into policies, plans and strategies in an attempt to build capabilities of sub national governments. We move from the premise that the informal economy plays a significant role in the economy of most countries in the global south. The informal economy contributes to national GDPs and is a source of many livelihoods in these countries.

¹¹ Fezile Njokweni

Countries in the global south are lagging behind with regards to the implementation in SDGs. For example, South Africa ranks 99 out of 149 countries in the recently published SDG index (2016). Out of the 149 countries, the bottom 29 is African countries. Countries in the global south do not feature in the top 20 countries according to the index. Most SDGs are a concern for sub Saharan Africa. The universality of SDGs suggests that our approach needs to be holistic and should be about transformation. Indeed, it is an opportune time to evaluate and reflect on progress and explore possibilities for new partnerships, cooperation, collaborations and networks.

LED and decent work is a difficult and complex phenomenon. It varies from area to area, region to region, country to country and so on. It also depends on trends, regulations, drivers and a host of circumstances linked to competitive advantage. MILE has worked with metropolitan municipalities (East London, Cape Town and Cape Town) in partnership with the South African Local Government Association (SALGA). In other countries (Namibian and Malawian towns and cities), LED has been integrated into urban strategic plans and planning for public spaces (through UCLG). Recently, MILE facilitated a session for Zimbabwean Local Authorities with the intention of developing a national LED framework, strategy and plan.

eThekwini Municipality was one of the pioneering cities having developed the first informal economy policy in 2012. A number of cities and countries have learned from this process. Countries such as Mozambique and Somalia have descended in Durban to explore markets and informal economy practices. Technical support has been rendered extensively in Somalian, Mozambican and Lesotho local authorities, MILE has worked extensively with SALGA, MALGA, ANAM, ALAN, UCLGA, UCLG, ILO, Metropolis, EU as well as the World Bank. Through National Treasury, the World Bank has undertaken workshops on fostering competitive cities. MILE has extended these workshops to SALGA as a contribution to the Karoo Development Strategy that is being developed. MILE also contributes to the African Forum on Urban Safety (AFUS) an initiative of UN Habitat. The eThekwini Municipality hosts AFUS through its Safer Cities Unit. There is a correlation with safety and the informal economy that manifests itself in the way public spaces are utilised for the benefit of human development.

The development and implementation of strategies to build capacity and reinforce capabilities involves a number of stakeholders (actors) from diverse sectors. As a local government initiative, we are building personal and organisational capabilities in the global south. We have extended our efforts and/or services to other municipalities in South Africa, African Continent and in the global south. Our experience suggests that learning is a two-way process and hence we have imparted as well as harvested knowledge and expertise. Cities need to learn from each other in order to grow. Learning is not a charity but an opportunity. Cities are contributing significantly to societies and therefore should be viewed as a distinct sphere of government. The list of MILE partners and engagements is exhaustive. Establishing partnerships and networks is our core focus and comes natural as we explore opportunities for cooperation and collaboration. Most partnerships and learning networks are unsustainable; however, MILE has displayed the capacity to maintaining the majority of its engagements since its inception.

We look forward to prolonged partnerships with the International Training Centre of the ILO, ILO Pardev, UCLG, UNDP Art and many other actors concerned with knowledge, learning and development in the context of LED and decent work. For more information on MILE programmes, visit our website: www.mile.org.za as well as social media platforms: Facebook and twitter.

5) *F. Oussidhoum*¹², Promoting Decent Work at the Local Level through South-South and Triangular Cooperation: Cooperation as a practice of Solidarity and “Value Exchanging” North and South

A philosopher of Values expresses in this brilliant manner the need of Mankind: “It has been said that Mankind suffering doesn’t come from deprivation of being, but from deprivation of value. His biggest aspiration will be the conquest of value, so that he can be valued as a person, and therefore experience happiness.” (Vera Rudge Werneck – Valeur et Culture (1999), Philosophy of Values).

Cooperation in general, and most especially South-South cooperation projects have this in common: *The Human capital and its empowerment through giving a value to it.*

As seen during the COP21 and COP22 negotiations for Climate change, South countries were asking ‘to not be paying for the mistakes’ done by the Global North, especially in Africa. A new meaning of Solidarity in terms of Climate ‘redemption’ attitude appears in the processes of Cooperation, and especially in the Triangular Cooperation.

Traditionally, Cooperation was built upon the Solidarity principle as a way to assist, help, answers needs of other places, countries, people through sharing successful experiences at technical level, and usually based on national level based agreements at political level. It has known a huge development, until becoming a door to open when national interests are playing for development. Today, China leads the example: Chinese cooperation with African Countries is based on exchanging resources, territories, Heritage with development. One of my experiences drove me to Kinshasa– Congo RDC, where a Cooperation agreement done at National level between China and Congo RDC, based the Solidarity principle on exchanging the free administration and re-use of the higher building of Kinshasa (a 70ties building – a heritage for Congolese from Belgium colonisation), with the electrification and lighting of the principle avenue of Kinshasa. Balance shows its difficult side when development is engaged.

Experiencing South-South cooperation

At professional level, I had the occasion to participate and build up South-South Cooperation in different manners, two of them are the most relevant for me : the first one was based on the potential our profession of Architecture could offer to serve the public and population interest, through international architects institution and the second one was based on a triangular partnership : Syndicates, PYMEC (Small and medium Companies) and University of Catalunya, did constitute a structure called CERIDc (Centre for studies and research for development of Catalunya).

Bringing expertise to Cooperation: the relevance of the *How*

In the first case, as Director of International Relations of the Africa Union of Architects (2008-2014), my objective was to generate bridges between the local people and the international institutions through the service that an African architect can provide to the benefice of his people. Through training platforms and seminars, we built up South-South Cooperation between national council and schools of different countries in African and South America as well. Enhancing the potential of local resources and material appeared to be essential in the role the local architect must have, while implementing sustainability criteria. For

¹² Firdaous Oussidhoum, Expert in Urban Strategy & Development, Coordinator of the UCLG Forum of I-Cities, Professor of Philosophy of Architecture, Member UNESCO Chair of Intermediary Cities & World Urbanization

instance, an exchange between Brazil schools and practice and Kinshasa's (Congo RDC) and Abidjan's (Cote d'Ivoire), made us realize in a scientific point of view that the use of public space and its management were quite close in their needs, and therefore showing how likeminded were the people when it comes to the use of public space. Solidarity in social tissue, and social life, as well as regarding the cultural foundations were key, showing that the relevance is not that much in the result but more in the process of doing it.

The aim of this South-South projects was to localize and identify through local seminars and meetings with the local people (and their specific representative hierarchy) what were the paradigms to consider in Cities, in terms of local assets and culture to not make the 'wrong' shift when planning, building and managing new housing projects, public spaces, urban forms in the city, moving populations from slums to new housing, etc.

LED to raise awareness

The second relevant experience was the CERIDc (2005-2009). We created a Foundation called Inicia in tangier to be the Moroccan part. Our strategy was to take benefice of the will to internationalize Catalonian Companies and business to Morocco, as a first step to Africa. Our aim as CERIDc was to make of this Business development an opportunity for Local Economic & Human Development, in bringing a different look at Business through Cooperation and Solidarity. A win-win cooperation where Business is taken as an opportunity to bring and offer an added value to the local (hosting) territory. Inicia was a platform for capacity building, to train people, and build bridges between the macro-economy of these companies and local micro-economy. Using local products, enhancing local initiatives or micro-activities were initiatives that could complete the value chain in the production process for industries, etc. Although our principle objective was the awareness for inclusivity, decency in jobs, inclusivity in gender and respect to the local people. This birth of different win-win conditions for Solidarity was exported to Tunisia, before slowing down when the crisis arrived.

Which Development for Which Model of Cooperation?

Local level has a potential for Development that is alive, although still looking for value and structure to become Local Economic Development.

At national level, the key question could be: what framework for Cooperation is bringing sustainable development?

At local level, maybe the question should be: what framework/Model of development can bring Cooperation & Solidarity?

Local Economic development is key in answering this question. What model of development is wanted?

The question is not whether national level or local is right, since both approaches are rights, and both have their own responsibility in this trade-off. For instance, China as a nation, has a natural responsibility to look for resources and development for its people. Estimations project that 75% of Chinese people will be of middle class, with all the consequences and questions this data can bring as, in terms of comfort, resources, and needs to answer to.

The question is about how to join both dimensions for Development, and especially make it sustainable, now that the world through international institutions are focusing on the planet Sustainability?

United Nations' SDGs are recommending today the principles of equity, inclusivity and localization. Nations are becoming accountable in the implementation of the UN agreements.

Cities and Mayors to Value the Human factor

From International, to National, towards the Local, the answer must consider the proper channel in the Bottom down process, that allows the Sustainable Development of the final beneficiary: the local people. One of the key answers for me resides in the local representability, its key role regarding Development, and responsibility as representatives of local people.

Since 2015, I am coordinating, developing and inspiring a network of Intermediary Cities in UCLG, and making of Cooperation between Cities the centre of my work, allowing me to implement the Human focused approach, through elected representative of the cities, and based on universal sustainable values.

Cities and their Mayors have the ability to offer an adequate framework for Cooperation: they are based on people and communities' representatives, they are formal & official institutions, and they allow to bring to the ground, to the field the theory that is being development by experts, international organizations & institutions. Cities should assume their role and responsibility in the global governance, if we want sustainability to be implemented. They must take part to the Global Dialogue for sustainability, and fulfil the empty place that is at the bottom of the national/international Dialogue. Civil society has a role to play as well, but Cities are in the capacity to empower the citizens from an institutional point of view, giving them a place as an added value to the City life, society and decision-making process - especially in sustainability matters, that should be participative to be truly integrated.

The real needs are at the people's level, as well as the true answers. In this Global Governance, the true answers are not only about the *What*, but about the *How* as well. Cooperation plays a relevant role in the *How* the Bottom down should be done for the implementation of the UN recommendations *enhancing Solidarity and the "Value giving" to the people*.

Leading by example: City of Chefchaouen

A good example of these words is the City that is leading the Forum of Intermediary Cities of UCLG: The City of Chefchaouen.

Mohamed Sefiani, Mayor of Chefchaouen. has defined as a priority for his first mandate the generation of a local culture of local resources & identity, to generate Development. Joined by his team, he has been able to generate a sense of social cohesion and peace in his city, and identify the structural needs of his population. He has been moving for making his city and people known, at national level, as well as at international level. This sense of giving a value to his city and people, generated a feeling of responsibility in his people, making them open to receive and give. Receive trainings and capacity building, give and exchange experiences between cities and administrations.

As president of the I-Cities UCLG Forum, he works with the I-Cities network on advancing together towards common objectives: building up platforms for exchange and setting opportunities for cooperation between cities at national level and international level.

Through Culture and Sustainability

In his first mandate as mayor (2009-2015), he developed a strong Cultural project with UNESCO for Chefchaouen: *Cities for the Mediterranean Diet*. This project and the involvement of city actors in it, allowed him to sensitize his people and generate activities of exchanges and cooperation on the topics of Local culture, local resources, enhancing natural local resources and local economic development, especially linked with the rural side of the territory. This UNESCO project was developed on 7 cities around the Mediterranean Sea, and generated capacity building for the municipality, as well as a new common dynamic & identity between urban and rural environment. A whole chain of product and consumption has been generated including restaurants, hotels, rural hotels, as well as points of sale in the city and in the rural, enhancing the structuration of rural economy, its linkages in time and space, chain of value, around the Brand of the territory.

Today, *the local team is being enabled to go further and work on the creation of a territorial label & Brand.*

Sustainability, key to Cooperation for LED

Now, in 2017, in his second mandate as mayor, he strongly believes in sustainability as a motor in bringing more cooperation between cities for Development. Two new relevant projects are being currently developed on bringing up the capacity of local teams to “think sustainable & resilient”, generating now a culture on sustainability : the first one is part of the I-Cities 2030 program (part of the I-Cities UCLG Forum), that allows after a training on Monitoring and mapping the actions of the city council, to set on the basis of a participatory approach, a resilient vision of Chefchaouen 2030 with the people and the way they dream their city, through the “SDGs glasses”.

This process will be re-developed in a South—South Cooperation framework, as Cities in Cote-d’Ivoire will be receiving Chefchaouen’s teams after their training, as well as two Cities in Turkey and Cuenca in Ecuador. Chefchaouen’s team is already used to this kind of exchanges since they already had a similar exchange on city council’s management in Bénin.

Cooperation as a channel to drive

The second project is with the UCLG I-Cities Forum as well, but it is focused on the linkages between rural and urban dynamics and how they can bring an added value to each other in different areas. The idea is to seek solutions to generate Development from the Climate Change mitigation actions. This project will be developed in a Triangular Cooperation framework and South-South as well, since it will implicate the French Association Geres, specialized on adopting Climate Change friendly actions and implementing “Climate Solidarity” through LED. This project is part of a larger partnership with AFD funds and other partners. Its development will implicate a group of I-Cities in Benin, an I-City in Cambodia and the city of Chefchaouen. Mongolia will be the fourth player in this group of I-Cities.

It is a strong belief that Chefchaouen can play on these different potentials of cooperation because they have engaged already in capacity building for its teams. *Leveraging standards of professionalism and transparency are key if a city wants to develop equity and inclusivity for its people. Cooperation must answer specific international standards, though enhancing these standards to the local teams, and being able to ‘make happen’ the project in all its dimensions.*

With today's 'emergencies' of sustainability, and with these common languages & vocabulary of "localizing", "participative approach", citizenship must be empowered. One of the most relevant conclusion we got through the training in Monitoring and sensitizing of SDGs in the municipalities, is that SDGs allow to add a value to what people/communities/city councils have been doing for a long time. In some way, they allow local solutions to integrate a channel, through a kind of "universal label", while in the other direction, SDGs and UN recommendations allow universal principles, expertise and standards to enter in specific ways local communities without stepping out on their culture and beliefs.

This is also practicing Solidarity in a global framework with doors opened by the international institutions, making it more professional and expert.

The world needs more Solidarity and more Human focused approach to be sustainable and build its sustainability. South-South Cooperation is essential for that, and Triangular Cooperation makes it more inclusive and equitable for all.

Finally, The Human capital and its empowerment: this is what will allow sustainability at global level.

6) G. Suárez¹³, Red Argentino Uruguay Para el Fortalecimiento de las Relaciones Académicas y de Investigación Sobre Innovación Tecnológica en el Marco del Desarrollo Territorial Sustentable

La complejidad de la realidad social actual vuelve cada vez más necesarias instancias de encuentro y puesta en común de prácticas diversas con actores extraterritoriales, “como tendencia histórica, las funciones y los procesos en la era de la información cada vez se organizan más en torno a redes” (Castells 1999)

El proceso de globalización en curso ha provocado un mundo altamente interconectado, reforzador de situaciones asimétricas, pero también productor de oportunidades de encuentro entre territorios, pueblos, organizaciones y universidades con características similares. En este contexto, las bases programáticas de la cooperación Sur – Sur ponen de manifiesto la importancia de la transferencia de saberes para el fortalecimiento de las capacidades locales, sugerencias que fueron tenidas en cuenta en el proceso de creación de la experiencia aquí comentada.

Propiciar y fortalecer políticas de articulación interinstitucional y regional en el actual contexto se vuelve cada vez más necesario y pertinente para las sociedades contemporáneas, dado que la complejidad de la realidad social y ciertas problemáticas emergentes demandan espacios de formación y debate para la construcción de un conocimiento compartido de la realidad y la posibilidad de intervenir articuladamente en ella.

Desde el campo universitario se ha venido aportando a la creación y evaluación de experiencias en materia de Desarrollo Sustentable, reconociendo la diversidad de metodologías y dispositivos para favorecer procesos de participación social y ciudadana a nivel local y regional.

Atendiendo esta necesidad de articular conocimientos desde diferentes lógicas y visiones, sumado a acciones conjuntas en proceso, en el año 2015 la Universidad Nacional de Villa María (Argentina), la Universidad de la República (Uruguay) y la Facultad Regional Rafaela de la Universidad Tecnológica Nacional (Argentina) deciden la creación de la Red Argentino Uruguay para el fortalecimiento de las relaciones académicas y de investigación sobre innovación tecnológica en el marco del desarrollo territorial sustentable.

Desde la perspectiva que asumió esta red, tres aspectos asumen relevancia; por un lado, la necesidad de mejorar la capacidad gubernamental e institucional de los gobiernos locales y regionales, incorporando particularmente nuevas tecnologías de gestión; por el otro la búsqueda de herramientas innovadoras para enfrentar problemáticas referidas a la degradación del medio ambiente como preocupación central tanto de zonas rurales como urbanas, manifestada en un manejo inadecuado de los residuos, en la desertización rural, en la contaminación atmosférica, entre otros; y por último la necesidad de repensar los instrumentos normativos y de gestión en un marco participativo, integral y de inclusión ciudadana, que puede asumir las problemáticas urbano – territoriales, manifestadas en los desequilibrios e inequidades de las ciudades y sus regiones, con altos niveles de segregación y fragmentación, con limitadas capacidades del Estado para su regulación y con una impronta protagónica del mercado inmobiliario sobre el interés común.

¹³ Gabriel Suárez, Argentina

Es en este contexto donde se entrelazan los diferentes lineamientos propuestos para la Red Argentino Uruguaya y las temáticas prioritarias para el trabajo articulado.

Los antecedentes conjuntos y los denominadores comunes entre las organizaciones miembros permiten transitar un camino de crecimiento. En este sentido es importante reseñar algunas características de las instituciones que integran la red:

- La Universidad de la República (Uruguay) es la principal institución de educación superior de investigación del Uruguay. En colaboración con una amplia gama de actores institucionales y sociales, realiza también múltiples actividades orientadas al uso socialmente valioso del conocimiento y a la difusión de la cultura. Es una institución pública, autónoma y cogobernada por sus docentes, estudiantes y egresados. El Centro Universitario de la Región Este (CURE) es el resultado del proceso de descentralización llevado a cabo por la Universidad de la República y responde las particularidades de la Región Este
- La Facultad Regional Rafaela Universidad Tecnológica Nacional (FRRa - UTN), especialmente en esta ocasión a través de la Maestría en Desarrollo Territorial se plantea como objetivo primordial el de generar vínculos y redes inter universitarias con el fin de compartir los conocimientos. En este sentido, para esta unidad académica es importante, además, que estas acciones ayuden a impulsar el fortalecimiento de la articulación entre actores públicos, privados, universidades y otros sectores de la sociedad civil y del ámbito científico tecnológico y que juntos se trabaje por el desarrollo territorial y la innovación social y tecnológica. Desde la Maestría en Desarrollo Territorial, se abordan ampliamente estas conceptualizaciones, con el eje común del desarrollo territorial y en la co-construcción de conocimiento
- La Universidad Nacional de Villa María (UNVM), tiene como una de sus características centrales la creación de carreras no tradicionales, como es el caso de la Licenciatura en Desarrollo Local Regional y la Licenciatura en Ambiente y Energías Renovables, que impulsan esta Red Argentino Uruguaya, desde una perspectiva de integración de saberes en pos de formar un profesional polivalente, capaces de proponer soluciones a las situaciones problemáticas de carácter local y regional, con enfoque social, institucional y ambiental.

Desde el año 2016 las universidades miembros articulan agenda en común, socializando saberes y participando activamente en procesos organizados por cada nodo. Ese año, las Jornadas de Desarrollo Local Regional de la UNVM fueron el puntapié inicial para la realización de acciones presenciales, presentación de trabajos de los investigadores de las distintas universidades y la realización de la primera reunión de red constituyeron el comienzo de intercambios inter institucionales. La participación de tres investigadores/docente de Uruguay y de un docente de la UNVM en la cohorte de la maestría en Desarrollo Territorial de la Facultad Regional de Rafaela comenzada en el 2017 continuó esta senda, y la representación de docentes miembros de la red en el Coloquio de Construcción Social del Territorio en Uruguay van consolidando el intercambio de experiencia y el aumento de las acciones colaborativas entre los miembros.

A partir de estas y otras instancias concretas de articulación fue posible pensar y esquematizar una agenda de trabajo para el 2017, fuertemente conformada por actividades de posgrado, destinadas a profesionales de distintas disciplinas. De esta manera, se dictarán cursos en distintas temáticas vinculadas al desarrollo territorial en julio, agosto, septiembre y octubre.

Otro resultado obtenido por la red, es la elaboración por parte de una de las investigadoras de una propuesta de ordenanza para la ciudad de Villa María. Está orientado a la planificación y zonificación del espacio periurbano, atendiendo a la presencia de los corredores productivos y el cinturón verde. La misma surge de la necesidad de la existencia de un marco normativo que impida el crecimiento descontrolado de la ciudad hacia su periferia, de manera de proteger a productores agropecuarios y al cinturón verde de la ciudad. El proyecto zonifica los espacios propicios para cada actividad, plantea un régimen de uso de todo ese espacio y la proyección de los impactos ambientales del desarrollo periurbano sobre el sector urbano y viceversa. El criterio de la sustentabilidad, en este sentido, es un pilar fundamental del proyecto.

A partir de los resultados señalados, las actividades y acuerdos propuestos para la presente Red Argentina Uruguay, pretendieron dar impulso sostenido a los espacios de debate y reflexión para con la temática del Desarrollo territorial sustentable, desde una visión amplia e integral. Las universidades miembros de esta Red, poseen experiencia acumulada de muchos años en programas de grado y posgrado relacionados a la temática central, pero con ópticas diferenciadas y complementarias.

La asociación emprendida muestra el pleno interés de elaborar programas de investigación conjunta, de formación científica y académica; y promover intercambios de docentes e investigadores que perduren en el tiempo. A fin de impulsar procesos de articulación e innovación que se consoliden y permanezcan, surge una propuesta académica importante entre la RedDETE, el Instituto de Investigación y Extensión del IAPCS de la Universidad Nacional de Villa María, y el Instituto PRAXIS de la FRRa de la Universidad Tecnológica Nacional. Además, se espera poder sumar a la Universidad de la República (Uruguay), con el objetivo de continuar fortaleciendo los vínculos y articulaciones de la red.

La idea es incorporar una sección de Universidades Latinoamericanas que trabajen en los temas del Desarrollo Territorial en el marco de la revista Desarrollo y Territorio de la RedDETE. Esta sección tendrá como objetivo visualizar trabajos sobre desarrollo territorial (investigaciones, tesis, trabajos de campo, trabajos finales de grado, etc.) que vienen realizando las universidades de Latinoamérica.

Para ello, la propuesta es incorporar 2 artículos en cada una de las ediciones de la revista de la Red DETE, creando con ello la Sección “Universidad y Desarrollo Territorial en América Latina”. La sección estará coordinada por el Instituto PRAXIS de la FRRa de la Universidad Tecnológica Nacional y por la Secretaría de Investigación y Extensión del Instituto Académico Pedagógico de Ciencias Sociales de la Universidad Nacional de Villa María. Son ellos quienes se encargarán de receptar y seleccionar los artículos que se publicarán en dicha sección.

7) *G. Sharma*¹⁴, Gender Parity and Inclusion of Women in Agrarian Land Ownership: An Enriching Agenda for South-South Cooperation (SSC) to Enhance the Local Economic Development (LED)

Case Studies - Women Empowerment in the State of Bihar in Rural India and in Uganda

- **Introduction**

Gender inequality is hurting the development of many emerging economies in Asia and Africa. In India, only 39% of the women workforce is formally employed. Moreover, in rural sector, 80% women related to farm activities have no land rights¹⁵. In Uganda, 90% workforce involved in food production are women, while 78.9 % female workers aged 15-29 are in vulnerable employment. According to the gender diversity benchmark 2011¹⁶, India has one of the world's lowest female employment rates ranking 120th among the 131 countries¹⁷. The female workforce is thus either working for free or at such a low-cost situation that it's difficult for women to get rid of poverty. The agrarian rights allow women land ownership in India and in Uganda, but the traditional societal norms along with age-old age customs and traditions have limited contribution to the law's implementation. The agrarian economy has wherefore fewer female role models to look up to especially in the rural sector, dampening the growth prospects for productivity and progression.

- **Rural Economy and Social Enterprise in India and in Uganda**

In Indian rural agrarian economy, women participation in farms is limited by the nature of patriarchal society make-up. The male is esteemed as the farm worker and the female as the homemaker. The traditional land ownership laws provide sons the ownership rights to the land, as daughters are supposed to get married and go to their husbands' homes. Thereupon, there is even lesser participation and voice of women in the rural economy. In Uganda, women provide 70-80% of agricultural labor but only 7-20% of the lands are owned by women. There exist no laws explicitly prohibiting women from land ownership, however, customary and inheritance laws make it difficult for Ugandan women to own land.

The social enterprise is an effective tool to achieve fairer, more inclusive and sustainable economic outlook. The insertion of women into oriented training programmes empowers them and subsequently, directly affects the development of the society. In India, three out of five prime working age women (26-45 years) are not economically active, meaning that they are neither working on a farm or in businesses without wage¹⁸. India created only 0.9% jobs vis-à-vis its population growth between 2005 and 2012, and most of these jobs went to men. In Uganda, 49.4% of working women are engaged in non-income generating employment such as subsistence agriculture¹⁹. Furthermore, the majority of women in paid employment do

¹⁴ Gaurav Sharma, Social Entrepreneurship and Consultant – Technology and Grass-root innovation. Founder Indo-Swiss Future Leaders Forum (www.isflf.org)

¹⁵ Women do 80% of farm work, however they own only 13% land. Oxfam. Oct 16, 2013. <http://www.thehindubusinessline.com/news/women-do-80-of-farm-work-own-only-13-land-oxfam/article5240020.ece>

¹⁶ Gender Diversity Benchmark for Asia 2011. http://www.communitybusiness.org/images/cb/publications/2011/GDBA_2011_accessible.pdf

¹⁷ India's Economic Fundamentals Remain Strong; Investment Pick-up Needed for Sustained Growth, says New World Bank Report. May 29, 2017. <http://www.worldbank.org/en/news/press-release/2017/05/29/india-economic-fundamentals-remain-strong-investment-pick-up-needed-sustained-growth-says-new-world-bank-report>

¹⁸ *ibid*

¹⁹ Young and female: Double jeopardy for women in Uganda's job market. March 07, 2016. <http://www.eprug.org/press-media/news-opinions/428-young-and-female-double-jeopardy-for-women-in-uganda-s-job-market>.

not earn enough to move out of poverty. The social enterprise sector provides an alternate employment model in utilizing and engaging female workforce, which enables women to earn more and create job opportunities for them to better support their families.

The current land holdings in India among marginal farmers ranges from about 1 acre to 1 bigha²⁰. This couples with low-rate of financial literacy, high input cost of seeds and fertilizers, and most importantly the unsanitary water that worsens the option of sustainable agrarian livelihood for the local community in the village.

The aim of social enterprise in a developing agrarian economy, in the cases of India and Uganda, which constitutes 17.5% and 26% of the GDP respectively and employs 49% and 69% of the population, is to root social mobilization, institution and to promote capacity building in the local economy landscape. For social enterprises in India and Uganda to understand the change agents, it is necessary to navigate through the complex compound system of societal norms and practices, social relationships, local unwritten laws and practices that constitute the social fabric and provide access to resources and opportunities for women and most essentially promote women's participation in decision-making in the society. These are complex issues that vary from village to village and "one model fits all" is never a solution, but creating custom block level solutions would be the next step of South-South Cooperation (SSC) in the agrarian sector.

- **INDIA – Case study of district in the state of Bihar**

The district suffers from problems that include land fragmentation, unreliable agrarian income due to droughts and floods as well as inflow of migrants. In addition, the lack of financial literacy and business acumen worsens the options for sustainable agrarian livelihood for the local community. The resistance towards women's land ownership rights is prevalent in the patriarchal system that governs Indian society.

The 2005 amendment to Hindu Succession Act (there are around 730 million Hindus in India) gives daughters an equal right to inherit property. Nevertheless, the age-old practices and gender norms enforce the cycle of inequality and prohibit women from owning land. Women in most cases give up their rights to land and property voluntarily after marriage. That is why women's access to ownership is constrained and their economic status is highly depended on their male family members. Women in local rural economies are the most vulnerable and in case that their husbands die, their parent-in-laws deprive women's ownership of the land, thereby leaving the widow with neither financial security nor earnings.

Even when women have land ownership, as they have comparatively less experiences on land and property management, they tend to take loans to meet directly the household consumption needs, to buy agriculture inputs or to start a non-farm activity. Since loans are not invested in any entrepreneurial venture, it leads to credit defaults.

It is imperative for related stakeholders to attain consensus that women empowerment and social marginalized sections inclusion are essential elements to create a higher livelihood means and a sustainable agrarian framework in areas affected by irrigation problems.

- **Uganda – A generic analytical study of women as part of the 80% agricultural workforce**

The case of Uganda has raised concerns. It represents a general and mostly prevalent phenomenon in Sub-Saharan developing economies that are predominantly men advocated. The most significant social factors

²⁰ 1 bigha = 1/3 acre; 2.5 acres = 1 ha.

affecting women's ability to productively engage in small-scale rural agriculture include low levels of human capital (particularly health and education); gender norms that prohibit or constrain access to agro-inputs, land, and markets; time constraints due to household obligations. These prohibitions and lack of productive engagements do prevail in spite of the legislation and the progressive economic outlook; as most of these blockades are integrated as part of the societal, behavioral and emotional patterns.

Although, legally the Ugandan law protects women's rights to own land either separately or with their spouses. Women faces gender discrimination and they are often trapped in their traditional gender roles, as women are generally expected by the society to take care of children and housework. Therefore, women's engagement rate in agricultural production for family income, self-reliance and more importantly, for food security is low.

Uganda incorporates the gender perspectives into agricultural development and works on guaranteeing women's specific needs. The outcomes are outstanding. Through its developmental aid programs, Uganda has ensured women's food security via educating, ensuring food availability, lowering barriers to micro-finance away from non-agro based asset performance and investing in the nutrition and welfare of the children at home, thus providing adequate nutrition to every household. The key to solve the problem is to consider agriculture as an economic activity, rather than as a necessary to the family survival.

The problem of land ownership is rooted in the core constraints of the societal structures and the behavioral patterns of the community interface²¹. As land is the cornerstone for rural households, and women are main land users but not legal owners, the problem of women dependence on capital and cash remains apparent²². These present areas for cooperation changes the mindset, roles and responsibilities of women in poor agrarian set-ups and creates more land ownership for women in agriculture.

- **Proposed model for Gender Integration into Agrarian workforce: South-South Cooperation in Local Economic Development (LED)**

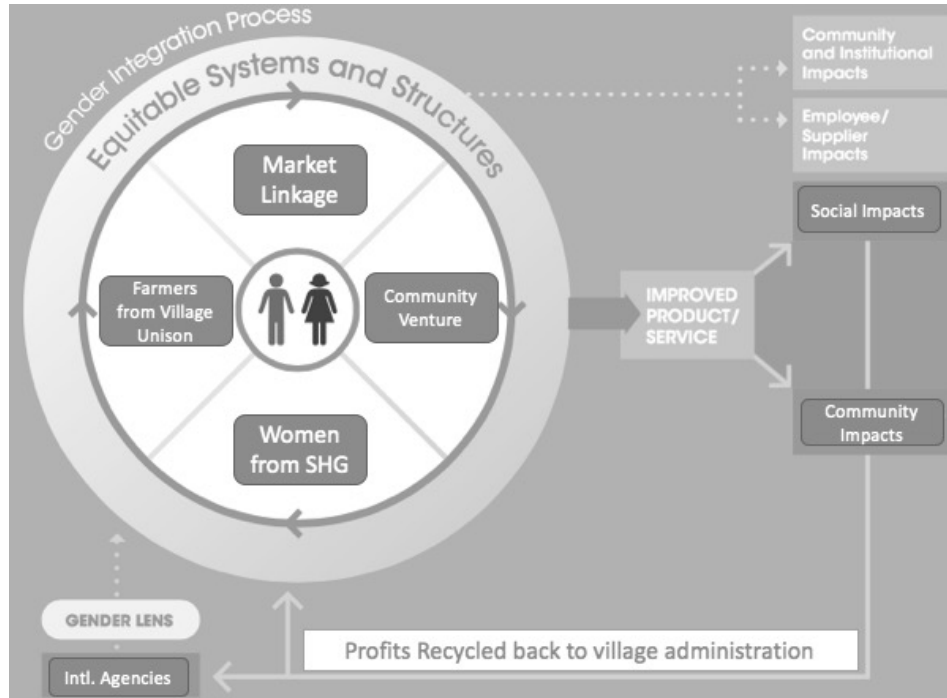
The Ugandan and Indian cases present the problems rooted as part of the small-scale farm lands where mostly subsistence farming takes place. Most interestingly, both in Uganda and in India, the average land ownership for small-scale farmers ranges from 1 to 5 acres. In addition, reliance on nature for irrigation and scattering seeds for planting are relatively old methods with minimal application of model technology. This is due to higher costs and non-availability of funds. Last but not least, poor households tend to have more children and place higher burdens on women as primary caregivers for children in the family.

The Indian and Ugandan examples are good engagement partnership for South-South cooperation (SSC) dealing with women empowerment problems. The underlined model addresses the problem of poverty alleviation and creates a win-win situation for learnings and project engagement for the local administration. The model influences and projects use the social, financial and physical infrastructure as the core components for local community's developmental work. Developing basic core skills will further facilitate cultivation. Most importantly, by engaging women into decision-making process and leaders of the agriculture change, the local community power structures get altered and thus modifying the perceptions related to farming activities as a setup. It leads toward an economic achieved by self-reliant activities and motivates women to be self-driven.

²¹ Interview with the Jackie Asimwe, a lawyer, the Uganda Country Manager of Wellspring Advisors, a US based philanthropic advisory firm.
²² *ibid.*

Land ownership as a single aligned factor can lead into a sustainable social economy enterprise at the village level via initiatives focusing on women empowerment. Land ownership as a basic property will facilitate greater women participation. Promoting financial and digital literacy to women and informing them the advantages of social entrepreneurship will provide an alternate model for local economic development.

- SHG: Self Help Groups



8) *I. Nikonenko*²³, Amélioration des services aux consommateurs du secteur de la Micro Finance en Mauritanie par l'introduction de la Micro Assurance Santé

Dans le cadre du processus de développement harmonisé et inclusif de la Mauritanie, la diversification des produits de microfinance peut jouer un rôle primordial car le réseau mutualiste micro financier compte environ plus de 170.000 membres dont environ 70% pour la seule ville de Nouakchott, la capitale.

Il est à noter que 80% des clients potentiels des institutions de micro finance sont pour la plupart des femmes le plus souvent chef de famille ayant en charge entre 5 à 10 enfants.

Aussi, les causes de la pauvreté féminine en Mauritanie relèvent de la combinaison de plusieurs facteurs notamment :

- Faible accès des femmes aux facteurs de production (terre, eau, intrants) et aux ressources financières,
- Analphabétisme,
- Faiblesse des revenus,
- Fréquence des divorces sans préservation des droits économiques des femmes concernées, déficit en services sociaux de base, etc.

La Mauritanie est un terrain immense de développement et d'action contre la pauvreté, l'exclusion, le chômage et le sous-emploi, particulièrement parmi les femmes, les jeunes et les ruraux. Les progrès ont été notables, et la pauvreté serait passée d'1 personne sur 2 en 2000 à 1 personne sur 3 récemment, mais les besoins continuent d'être très importants. La prévalence de la pauvreté est quasiment de 6 personnes sur 10 dans le rural, contre 2 sur 10 dans le milieu urbain.

Diverses stratégies et mécanismes d'allègement de la pauvreté sont mis en action dont la microfinance dont la dernière est dénommée SCAAP jusqu'en 2030 et repose sur 3 piliers essentiels à savoir :

- Assurer une croissance forte, durable et inclusive ;
- Promouvoir le capital humain et l'accès aux services de base ;
- Créer les conditions et assurer la bonne gouvernance dans toutes ses dimensions.

La réalisation de ces objectifs repose sur l'accélération de la croissance économique et son ancrage dans la sphère des pauvres, le développement des ressources humaines, l'accès aux services sociaux de base et la promotion d'un développement institutionnel axé sur la bonne gouvernance et la pleine participation de tous les acteurs.

La MFSEEC fort de constat a mis en place une initiative visant à une meilleure protection des clients de microfinance dans le domaine de la santé car le remboursement du crédit est le plus souvent tributaire de la bonne santé des clients et de leur famille.

L'expérience des mutuelles de santé n'a pas encore connue un développement significatif en Mauritanie car les quelques tentatives n'ont pas pue réussir compte tenu de la faiblesse des participations des membres et des capacités contributives des populations cibles. En même temps, les problèmes liés au recouvrement

²³ Irina Nikonenko

des cotisations des adhérents, les détournements et la surfacturation excessive des prestataires de services sont parmi les facteurs d'échecs de cette expérience.

A ce jour, une seule mutuelle de santé fonctionne à Nouakchott et ne couvre pas les besoins par rapport à la forte demande en la matière.

Il est à noter que l'Etat mauritanien a mis en place depuis 2007, une assurance maladie obligatoire qui ne couvre que les salariés du secteur formel, en attendant son universalisation, le reste de la population demeure sans protection.

Dans le secteur de la micro finance, la plus grande partie des clients sont issus des couches pauvres qui ne disposent pas le plus souvent d'une couverture de santé adéquate et sont le plus souvent dépendant de l'assistance publique encore difficile d'accès.

Ainsi, le problème majeur qui se pose aux IMF se situe au niveau du recouvrement des créances suite à la maladie de l'emprunteur ou l'un des membres de la famille qui le plus souvent est plus enclin à dépenser son crédit pour les soins, ce qui aura pour conséquence de rendre le client surendetté.

Face à cette situation, la Mutuelle Féminine de Solidarité, d'Entraide, d'Epargne et de Crédit a mis en œuvre depuis sa création, une épargne santé versée par les membres au moment du versement mensuel des cotisations. Ce montant est versé dans un compte de solidarité qui permet de prendre en charge une partie des soins en cas de maladie grave du membre ou de ses enfants, en cas d'hospitalisation, d'accouchement etc.

La MFSEEC compte partager son expérience dans ce domaine avec les autres institutions en vue de la réalisation d'un projet pour améliorer la capacité de prévoyance des membres des IMF en introduisant le produit d'épargne santé qui aura pour finalité d'améliorer la couverture sanitaire et la sécurisation de l'épargne de leurs membres.

Dans le cadre de la mise en œuvre de ce projet, la MFSEEC se base :

- Sur la qualité de son taux de recouvrement de l'ordre de 98% ;
- Sur la forte demande de ses clients qui épargnent depuis 2004 au fonds de solidarité qui sert d'épargne santé ;
- Sur les facilités de recouvrement des cotisations à l'épargne santé qui seront prélevées à la source

Les objectifs du projet se résument ainsi qu'il suit :

- **Sur le court terme** :
 - Amélioration des conditions de vie et santé des membres de la MFSEEC et dans le moyen et long terme celles des mutualistes en général ;
 - Diminution et atténuation des risques liés aux recouvrements des crédits pour cause de maladie des membres ou de leurs familles ce qui permettrait d'assainir le portefeuille à risque ;
 - Agrandissement du réseau mutualiste et l'incitation au développement de l'assurance santé dans les IMF de toutes catégories.

- **Sur le moyen terme :**

- Création au profit des adhérents MFSEEC d'une structure sanitaire pour les consultations de médecine générale, de pédiatrie et de gynécologie ;
- Création d'une unité chargée de la maternité compte tenu du nombre de femmes et du pourcentage élevé de la mortalité des femmes en couches
- Élargissement des prestations de la polyclinique pilote à toutes les IMFs.

- **Sur le long terme :**

- Création d'un hôpital moderne au profit des membres des IMFs ;
- Création de polycliniques types dans les régions de concentration des IMFs à l'intérieur du pays ;

Notre institution, malgré la crise financière qui sévit et face aux autres défis du développement humain tels les guerres et conflits, catastrophes naturelles, faible niveau de cohésion sociale, mauvaise gouvernance, corruption, etc.) assure tant bien que mal des actions en faveur des populations nécessiteuses pour les insérer dans le tissu économique et social.

Enfin, la complexité de la situation évoquée ci-haut demande de la part des acteurs de terrain, une synergie d'actions concertée avec les partenaires qui partagent la même vision d'éradication de la pauvreté et du développement durable.

9) L.P. Morais²⁴, Cooperativa Habitacional Central do Brasil (COOHABRAS), Cooperação Sul Sul (CSS) e Desenvolvimento Econômico Local (DEL)

As cooperativas habitacionais constituem-se uma experiência nova no Brasil. Mas no Uruguai, elas já funcionam desde a década de 1960 e têm se mostrado uma alternativa eficaz para obter a tão sonhada “casa própria”. No entanto, não se trata de consórcios ou empréstimos – vias tradicionais e excludentes -, mas da propriedade coletiva das moradias e sua autogestão. A COOHABRAS é a primeira cooperativa habitacional do Brasil a assumir o desafio de disseminar o cooperativismo a nível nacional e se criou a partir de forte inspiração com o caso uruguaio. Eis a relação que este artigo apresenta como experiência de um caso que envolve a Economia Social e Solidária (ESS), a CSS e o DEL. Para tal, inicia-se com uma breve apresentação da CSS, sua relação com o DEL, bem como suas fortes conexões com a ESS. Posteriormente, apresenta-se a experiência da COOHABRAS no Brasil, uma vez que esta experiência personifica os principais desideratos preconizados pela CSS no âmbito das Nações Unidas, especificamente no *Partnerships and Field Support Department* (PARDEV- OIT). Vale mencionar que a metodologia da COOHABRAS tem apoio e reconhecimento da *ONU Habitat*, que concedeu à *Federación Uruguaya*, em 2012, o prêmio de “Melhor Método de Acesso à Moradia para a População de Baixa Renda no mundo”²⁵.

- **Cooperação Sul Sul, Desenvolvimento Econômico Local e Economia Social e Solidária: partes de um todo**

A Cooperação Sul-Sul (CSS) é complementar às tradicionais relações Norte-Sul e incorpora a ideia de que, “através de um espírito de solidariedade, os países em desenvolvimento podem fornecer soluções sustentáveis para os seus próprios problemas e com um custo menor”, permitindo a formação de redes entre os países em desenvolvimento. e os doadores tradicionais em esquemas triangulares que contribuem para uma globalização justa”. Nesta perspectiva, entende-se que “a OIT pode desempenhar um papel importante, não apenas como um canal de apoio, mas também como um meio para maximizar os recursos financeiros, logísticos e técnicos” (Amorim, 2013, p.8)²⁶.

Nesses termos, o foco inovador da CSS e de suas propostas, está centrado na ideia de que o projeto de desenvolvimento deve ser construído na existência de um “*pacto territorial*”, mediado e impulsionado pela articulação de atores-chave (governo, organizações de produtores, cooperativas, sindicatos, associações empresariais, instituições educacionais e de pesquisa etc). (Morais, 2014)²⁷. A CSS permite, portanto, um intercâmbio entre as diferentes formas que os desafios podem ser enfrentados nos respectivos territórios, contribuindo, além da geração de trabalho, emprego e renda, para o desenvolvimento econômico e social local, o que podemos considerar como DEL²⁸.

Ao verificar as diferentes frentes de atuação da CSS, nota-se que os seus desdobramentos potenciais contribuem e estão relacionados com impactos positivos nos respectivos territórios de atuação dos projetos. Aparece aqui, portanto, outro elemento constitutivo da CSS : a sua relação com o DEL, que pode ser entendido como um processo de desenvolvimento participativo que incentiva parcerias entre os principais atores públicos e privados interessados num determinado território.

Nesta direção, é válido notar que, assim como os elementos constitutivos da CSS estão conectados ao DEL,

²⁴ Leandro Pereira Morais, Professor Doutor do Departamento de Economia da UNESP-Araraquara. Consultor Externo da OIT. Email: lpmorais@gmail.com

²⁵ <https://www.bshf.org/es/premios-mundiales-del-habitat/ganadores-y-finalistas/cooperacion-sur-sur-proyeccion-de-la-experiencia-del-modelo-fucvam-de-cooperativas-de-vivienda-por-ayuda-mutua/>

²⁶ Amorim, A. (Coord.). *Cooperação Sul-Sul e a OIT: Integração da Agenda do Trabalho Decente através da divulgação de boas práticas*. Genebra: OIT, 2013.

²⁷ Morais, Leandro. *Social and Solidarity Economy and South-South and Triangular Cooperations in Latin America and the Caribbean: contributions to Inclusive Sustainable Development*. ILO, Geneve, 2014.

²⁸ Com base no livro: “*Cooperação Sul-Sul e o Trabalho Decente: boas práticas*”, coordenado por Anita Amorim (Genebra: OIT, 2013).

estes também apresentam uma relação bastante próxima com a ESS. A CSS permite um intercâmbio entre as diferentes formas em que a ESS se manifesta nos respectivos territórios, contribuindo, além da geração de trabalho, emprego e renda, para a mobilização política e produtiva do território.

Isto, pois, como veremos com o caso da COOHABRAS, observam-se no bojo desta experiência:

- Valorização do trabalho, do saber, da criatividade,
- Identificação do trabalho associado e da propriedade associativa dos meios de produção, com base na democracia, na solidariedade e na cooperação;
- Gestão democrática pelos cooperativados (autogestão) e
- Construção de redes de colaboração solidária como forma de integração.

Nas palavras do presidente Ivanio Dickmann (2017), em entrevista para a elaboração deste artigo :

“O modelo político da COOHABRAS é a Economia Solidaria. Desde a sua fundação, a COOHABRAS, está sintonizada com os princípios da autogestão. As lideranças da COOHABRAS participam dos espaços formativos de vários estados e estamos em harmonia com o movimento nacional de Economia Solidaria no Brasil. Somos uma das poucas cooperativas habitacionais neste campo, então temos certo destaque e somos amplamente convidados a compartilhar com entidades de outros estados brasileiros nossos princípios e métodos. A lógica do desenvolvimento territorial é outra marca pois os grupos tem características muito peculiares do ponto de vista cultural e regional. É fundamental partir da lógica local para a organização e para a produção da moradia”.

• A experiência da COOHABRAS

Antes de apresentar esta experiência, vale mencionar que o *déficit* habitacional no Brasil é estimado em cerca de 5,2 milhões de lares, segundo dados da *Pesquisa Nacional de Amostra por Domicílio (PNAD, 2016)*. São 5,2 milhões de famílias que moram em condições precárias, dividem casa com parentes ou gastam percentual alto de sua renda com aluguel devido à falta de condições para adquirir imóvel próprio ou financiamento. Muito provavelmente, é de se esperar que estes dados tenham piorado tendo em vista a atual crise econômica e o aumento do desemprego no Brasil ao longo de 2016 e 2017.

De acordo com Ribeiro (2016)²⁹, uma das alternativas para conseguir a casa própria vem justamente da ESS, por meio de *cooperativas habitacionais autogestionárias*. Conforme lembra a autora, no Uruguai, esse movimento existe desde 1968, por meio da *FederaciónUruguaya de Cooperativas de Vivienda por Ayuda Mutua*, que hoje reúne mais de 500 cooperativas, representando mais de 25 mil famílias e aproximadamente 90 mil pessoas.

No Brasil, esse movimento se iniciou em 1990, na Serra Gaúcha³⁰, inspirado pelo êxito uruguaio. Só na cidade de Bento Gonçalves, onde começou o movimento, cerca de 600 famílias conseguiram suas casas pelo cooperativismo. O modelo segue avançando para outras regiões do país, como se percebe no site da COOHABRAS, em seus vídeos institucionais³¹. Atualmente, a sede da COOHABRAS está no município de São Paulo, mas seus projetos estão presentes em cinco Estados do Brasil, além de São Paulo: Paraná, Santa Catarina, Rio Grande do Sul, Bahia e Mato Grosso do Sul.

Vale lembrar que a ideia de criar a cooperativa veio a partir do Fórum Social Mundial de 2010, realizado no Rio Grande do Sul, com o objetivo de disseminar a metodologia para todo o país. “A COOHABRAS tem a proposta de promover a propriedade coletiva da moradia a partir de um processo pedagógico, educativo, porque as pessoas não sabem viver em cooperativa, não vivem permanentemente em

²⁹ RIBEIRO, M. *Cooperativas habitacionais no Brasil* (2016). Disponível em: <<http://conexaoplaneta.com.br/blog/cooperativas-habitacionais-no-brasil/>> (Acesso em 20.07.2017).

³⁰ <https://www.youtube.com/watch?v=u1cJn2QCv44#t=49>

³¹ <http://www.cooabras.org.br>

cooperativa. É importante, por isso, construir um processo coletivo de convivência”, acredita Ivanio Dickmann, presidente da COOHABRAS (Ribeiro, 2016).

Quadro 1 – COOHABRAS: interessante exemplo de Cooperação Sul - Sul

A COOHABRAS tem muita afinidade política e metodológica com a FUCVAM-Federação Uruguaia de Cooperativas por Ajuda Mútua. O movimento uruguaio influenciou muito a criação de cooperativas no Brasil desde a década de 1990, e ainda hoje, é exemplo de organização popular para cooperativas e movimentos de moradia. A COOHABRAS mantém contato constante com as lideranças uruguaias com o intuito de aprender mais com a longa trajetória das cooperativas habitacionais uruguaias e com a modelagem de suas políticas. Nossas lideranças fazem intercâmbios permanentemente com a FUCVAM para atualizações e partilhas de nossos avanços, especialmente no campo da Educação Popular.

Fonte : Ivanio Dickmann (2017) – Entrevista para elaboração deste artigo

No momento atual, a cooperativa dedica-se à criação da uma **Rede Nacional de Habitação Solidária**, incentivando a ampliação de cooperativas habitacionais em todo o país. Para isso, parcerias e processos cooperativos são fundamentais. De forma geral, o trabalho da *COOHABRAS* se desenvolve em quatro pilares, conforme já apontado: participação, autogestão, contribuição e educação popular. No que se referem aos seus principais avanços e desafios, de acordo com o Presidente Ivanio Dickmann (2017):

Quadro 2 – Principais avanços e desafios da COOHABRAS

Principais Avanços	Principais Desafios
<ul style="list-style-type: none"> - Ampliação da atuação em seis estados brasileiros ; - A Educação Popular como o ponto de partida para a organização das famílias sem casa ; - O fomento à poupança conjunta para a compra de terra ; - Estrutura moderna de gestão via software e boletos bancários que geram transparência e segurança ; - Educadores populares acompanhando os grupos de forma sistemática ; - Parceiros locais ajudando a disseminar o modelo autogestionário de cooperativismo habitacional ; 	<ul style="list-style-type: none"> - Superar a dependência do financiamento público da moradia; - Estimular o fomento estatal às iniciativas coletivas de acesso à moradia ; - Equipes técnicas sintonizadas com o cooperativismo habitacional ; - Capacidade de autofinanciamento com recursos próprios ; - Construir um microcrédito habitacional compatível para famílias de baixa renda ; - Expandir para os demais estados brasileiros ;

Como se percebe, esta é uma interessante experiência que envolve a ESS, a CSS e o DEL que, a despeito de avanços, carece de instrumentos, bem como de uma política pública de Estado, para enfrentar seus desafios. A CSS se coloca como uma importante forma para a socialização e o compartilhamento, não só da experiência em si e de sua capacidade de replicabilidade em diferentes territórios, mas também de apoio e assessoramento para o fortalecimento de práticas como esta que, pela via da ESS, reduzem o déficit habitacional – problema encontrado em vários países do Sul-Sul -, melhorando as condições de vida nos territórios.

Nesse sentido, entende-se que enfrentar o déficit habitacional (que, por si só, já se refere a um objetivo nobre), pelo lado macroeconômico, permite dinamizar setores econômicos e sociais importantes nos territórios, com impactos positivos na geração de trabalho, emprego, renda, tributos etc, além de melhorar a infraestrutura locacional dos respectivos territórios. Tais questões são fundamentais para o DEL, bem como dialogam com os desideratos do que a OIT convencionou tratar como “City-to-City” (C2C), uma vez que diferentes cidades, em diferentes países, podem aprender e apreender com esta experiência para, a luz das necessárias adequações, replicarem em seus territórios.

Nesta direção, aproveitando-se da oportunidade em se tratar este tema pela perspectiva Sul – Sul, em diálogo com a OIT, seguem-se abaixo algumas Recomendações para o fortalecimento desta empreitada :

- Organização de um Banco de Dados Sul-Sul sobre o déficit habitacional em alguns países Sul – Sul selecionados, contemplando, inclusive, o registro dos mecanismos públicos e privados para o enfrentamento do problema ;
- Mapeamento da existência (ou não) de cooperativas habitacionais e seus mecanismos de funcionamento e de financiamento, bem como detectando seus principais avanços e desafios ;
- Inclusão desta temática na Agenda de discussões da OIT, bem como de outras Agências do Sistema ONU, uma vez que este tema contribui direta e transversalmente para diversos aspectos da Agenda dos Objetivos de Desenvolvimento Sustentável 2030. Isto é fundamental, inclusive, para sensibilizar atores públicos e privados para a necessidade do fortalecimento desta problemática, bem como avançar em estruturação de mecanismos de financiamento, na perspectiva da ESS ;
- Realização de um Seminário Internacional sobre o tema, no sentido de trocar experiências e entender o “estado da arte” que o referido tema se encontra nos dias atuais, haja vista que o déficit habitacional é um sério problema a ser enfrentado em diversos países Sul-Sul. Este Seminário poderá contar com a participação dos principais envolvidos na construção e na consecução dos projetos da COOHABRAS, visando a transferência de metodologias para outros países interessados.

10) M. Mohamed Farah³², Fragile-to-Fragile Cooperation and Decent Work: Protecting Lives and Reducing Vulnerability in Draught-Affected Areas in The Horn of Africa

The ILO's engagement in fragile situations is based upon the principle of national leadership and ownership. Through collaboration with tripartite constituents and UN partners, ILO's projects and programs helped to build the capacity of government, communities and social partners to respond to the needs of their citizens. Some examples of successful initiatives, as follows, can illustrate the potential of the ILO's approach to employment recovery and labour governance in fragile situations.

The Horn of Africa region regularly experiences severe draught as a result of poor rainy seasons. The worst affected areas include southern and central Somalia, eastern Ethiopia, northern Kenya and Djibouti. Eleven million people were affected in 2011 and were in need of emergency aid, including 800,000 Somali refugees living in camps in Kenya, Ethiopia and Djibouti, located in regions that were themselves severely affected by the drought. The number of refugees was growing daily as was the number of internally displaced people living inside Somalia (close to one million). The deep roots of the crisis impact profoundly on decent work and development in the Horn of Africa: livestock mortality (up to 60%) especially cattle and sheep; harvests are delayed and can reach total crop failure in most affected areas; staple cereal prices skyrocket. The impact of the drought is exacerbated by conflicts, which further contribute to higher local cereal prices and excessive livestock mortality, while at the same time hampering humanitarian access in affected areas. Moreover, the drought also increases conflicts over pasture and water amongst pastoralists in a downward spiral.

The ILO had successfully supported the implementation of essential social protection and cash transfers schemes to conflict-torn areas of Somalia since 2006, mainly through employment-intensive community infrastructure investment projects, in the affected regions of Ethiopia, Kenya and Djibouti. The ILO 12 promoted, alongside national stakeholders, and in collaboration with the African Union and Intergovernmental Authority on Development (IGAD), the adoption of the “Employment for Peace, Stability and Development Strategy for the Horn of Africa”, at a high-level conference in Addis Ababa on 12 April 2011. As a follow up, it established a broad operational basis across the three administrations governing Somalia at that time, including through strategic partnerships with UN agencies as well as local organizations. The ILO's strategy in response to the crisis was based on four interlinked key components:

- Protecting key livelihood assets and stabilizing loss of incomes, through: rapid market assessments; employment-intensive programs; cash transfers targeting key factors such as the purchase of fodder and water for cattle, seeds for agriculture.
- Empowering communities for more efficient natural resources management, while stimulating recovery. A series of actions are put in place: employment-intensive programs; local dialogue, participatory forum, local governance support, business development services and microfinance schemes. Community infrastructure investments on water harvesting, conservation and drainage, as well as trade routes, market centres, storage facilities, solid waste management – grounded on local knowledge (traditional systems of water management, for instance) and using the most appropriate technologies, procedures and locally available materials – reduced transaction costs for

³² Mohamud Mohamed Farah, email: qalabcade22@gmail.com

food supply, agro-food inputs, provided income generation activities and maximized local employment content; local communities became better able to manage local resources to secure food supply, production and food accessibility through participatory, broad-based local dialogue and governance; local producers became able to make a more efficient management of crisis-prone natural resources.

- Promoting diversification of the economic basis of crisis-prone areas, through: ‘Start Your Business/basic business management’ training; skills training; the setup of microfinance schemes; the promotion of social and solidarity economy. This produced the following results: Local economies in crisis-prone areas became less reliant on water and other crisis-prone natural resources. Alternative livelihoods and business opportunities that correspond to the local comparative advantage of target areas, and are adapted to climate change were identified in a participatory manner. Business development services were made available to local entrepreneurs (through local organizations) to create and develop economic activities in areas of local comparative advantage.
- Investing in disaster preparedness. To this aim the following actions were taken: the establishment of early warning systems (concerning employment, income, market failure indicators, etc.); the use of community contracting and employment-intensive schemes; the promotion of local social dialogue and governance; the diffusion of community awareness on early warning practices.

Opportunities for the ILO’s support to F2F Cooperation: The way forward.

Within the framework of the g7+, the ILO intends to enhance its involvement in F2F Cooperation. The strategy of the ILO F2F initiative will be aiming at:

- Developing – in countries in fragile situations – context-specific initiatives to tackle poverty, inequality and exclusion through the promotion of decent work, the development of entrepreneurship, the support to social reforms, the recovery from livelihood losses due to crises by giving special consideration to women, youth and children as well as ex-combatants, displaced and disabled persons;
- Bringing into the framework of the g7+ the ILO’s approach, expertise and technical experience of its interventions in fragile situations;
- Responding to the recommendations of the post-2015 debate, as well as the Global Partnership for Effective Development Cooperation.
- Enhancing the capacity of the ILO’s tripartite constituents in countries in fragile situations to develop national responses and support social dialogue as a means to consolidate peace.

Successful and replicable projects and programs will be identified and adapted mainly in the following strategic areas of contribution:

- Employment promotion, skills development, entrepreneurship and solidarity economy, especially for youth, women and reintegration of ex-combatants;
- Social dialogue as a means to contribute to peace and reconciliation;
- Social protection and social safety nets; and support to the eradication of child labour;
- Labour Administration
- Pre-disaster and post-disaster livelihood risk reduction, business continuity and climate change adaptation.

- South-South and triangular cooperation through F2F and inter-regional networking.

Potential F2F initiatives at Regional (sub-regional) level:

Under the framework of the g7+, the ILO would promote and support F2F Cooperation between one or more countries of the same geographical region or the same intergovernmental regional institution. Operating in collaboration with regional institutions would facilitate direct exchanges and knowledge sharing between the countries involved, with the technical assistance and support of the ILO regional and country Offices. F2F regional initiatives have the advantage of being facilitated by common objectives and visions. Moreover, they would be designed and implemented within an intergovernmental institutional framework, which can provide a strong political support, this being one of the conditions for the full ownership of the initiatives by each member government.

Some examples of potential regional F2F cooperation schemes are, among others, the following.

- F2F cooperation among CPLP member states.
- F2F cooperation among IGAD 20 member States (Djibouti, Somalia, Eritrea, Sudan, Ethiopia, Uganda, Kenya) or in the Horn of Africa (Djibouti, Eritrea, Ethiopia, Somalia).

11) S. Lazaar³³, Attaquer les Défis de la Transition Démocratique en Tunisie dans le Cadre de la Coopération Sud-Sud et Triangulaire (CSST) : L'exemple du Programme D'appui aux Zones Défavorisées (AZD)

➤ **La situation de Tunisie : Six ans après la révolution**

La révolution du jasmin a montré des obstacles structurels qui ont entravé la stratégie d'une croissance équitable et d'une justice sociale. Possédant un potentiel économique considérable, la Tunisie a connu un développement mitigé dû essentiellement à un taux de chômage élevé, à des emplois de qualité médiocre et à des disparités régionales importantes. Les causes de ces disparités³⁴ sont l'absence d'infrastructures, l'accès insuffisant aux services et à l'éducation et l'accès inégal aux technologies de l'information. Ces facteurs continuent à peser lourd sur les perspectives économiques et sociales du pays. En effet, après la révolution du 14 janvier 2011, la situation du chômage en Tunisie s'est accentuée³⁵. Cette situation a inscrit une perte de 10 mille emplois depuis janvier 2011 et une estimation du taux de croissance ne dépassant pas 1 à 2%. Le cas le plus alarmant est celui des régions rurales³⁶.

C'est dans ce contexte que la coopération entre les pays, surtout les pays du Sud, dans la recherche de solutions aux problèmes sa considérablement gagné l'importance. Des actions telles que la coopération Sud-Sud et Triangulaire ont mis l'accent notamment sur la lutte contre le chômage afin de surmonter les problèmes socioéconomiques. De même, les organisations internationales liées aux Nations Unies, en particulier le Bureau internationale du Travail (BIT), ont favorisé ce type d'action par le soutien financier et la mise en œuvre de programmes et de projets en association avec le gouvernement.

- **Bilan des défis du développement de la Tunisie après la révolution**
- **Diagnostic du développement tunisien**

Axe de développement	Etat des lieux
Impact sur l'emploi	Le taux de chômage atteint 15.2% en 2015 parmi lequel 28.6% sont des diplômés de l'enseignement supérieur
Contribution de l'investissement à l'effort du développement	Les investissements représentent seulement 19.4% du PIB en 2015
Développement régional	L'indice de développement régional est fortement inégal entre les régions côtières et les régions de l'intérieur du pays
Cadre institutionnel et bonne gouvernance	Le commerce parallèle prolifère et la corruption et la lourdeur administrative accroissent

³³ Ing. Samir LAZAAR, MDICI – Tunisie

³⁴ BIT : *Défis dans le monde arable : La réponse de l'BIT*, Genève, juillet 2011.

³⁵ Il atteint un pic de 18,9% de la population active contre 14% en 2010. Toutefois, le taux national du chômage a progressivement baissé. Il a atteint 15,3% en 2013 et 14,82% en 2014. Il est en revanche plus élevé chez les femmes avec un taux de 22,45% (en augmentation par rapport à 15,4% en 2005), contre 11,43% observé chez les hommes en 2014.

³⁶ Tataouine enregistrait en 2014 le taux de chômage le plus élevé du pays avec 27,06% soit presque le double du taux national estimé à 14,82%. Gafsa enregistrait un taux de chômage atteignant les 26,27%, Kasserine 22,35% et Jendouba 25,54%³⁶ (INS, 2014, Recensement Général de la Population et de l'Habitat 2014).

Politiques sociales	Une personne sur 6 est en dessous du seuil de pauvreté
Equilibres financiers	Le déficit public est de 4.8% du PIB (2014), le déficit courant est de 8.9% et l'indice des prix à la consommation est de 5.5%
Ressources naturelles et protection de l'environnement	Le coût de la dégradation de l'environnement est de 2.7% du PIB
Tunisie et environnement extérieur	Les exportations sont concentrées sur 4 pays européens avec une faible valeur ajoutée et une faible intégration dans les chaînes de valeurs mondiales

- **Contraintes, enjeux et défis de l'économie tunisienne**

Contraintes	Instabilité de l'environnement international	Mutations démographiques	Pressions sur les ressources
	<ul style="list-style-type: none"> Fluctuation des prix du pétrole et des produits de base Propagation des zones de conflits et du risque terroriste Impacts du changement climatique 	<ul style="list-style-type: none"> Hausse de l'indice synthétique de fécondité : 2.02 en 2004, 2.29 en 2010 et 2.46 en 2014 Augmentation de la population âgée de 60 ans et plus atteignant 14% en 2020 contre 12% en 1994 Pressions supplémentaires des secteurs de l'éducation, de l'enseignement, de la santé et de la sécurité sociale qui aggravent le déficit des caisses sociales 	<ul style="list-style-type: none"> Rareté des ressources naturelles (eau, forêts, sol, etc.) Faible adéquation entre les ressources humaines disponibles et les besoins du monde du travail Augmentation des besoins de financement de l'économie concomitant au recul notable de l'épargne nationale
Enjeux et défis	Assurer la stabilité sécuritaire		Sauvegarder la paix sociale
	<ul style="list-style-type: none"> Renforcer la coopération sécuritaire et militaire entre la Tunisie et les autres pays du monde Sécuriser les frontières Mettre en place en partenariat avec toutes les composantes de la société une approche globale pour la lutte contre le terrorisme 		<ul style="list-style-type: none"> Réduire le chômage et contenir la pauvreté Renforcer le dialogue entre les partenaires sociaux pour des relations de travail saines Diffuser les valeurs de l'altruisme et de l'abnégation et valoriser le travail Repenser la législation du travail dans le cadre du dialogue social

- **Concrétisation du principe de la discrimination positive**

Face à l'urgence de la situation, des programmes spécifiques de développement soutenus par des partenaires nationaux et internationaux dans le cadre de CSST ont été conçus et réalisés par le Ministère du développement, de l'investissement et de la coopération internationale (MDICI) et le Commissariat Général du Développement Régional afin de matérialiser le principe de la discrimination positive et de constituer un mécanisme complémentaire. Ces programmes³⁷ sont considérés comme des moyens d'intervention complémentaires aux projets sectoriels afin de renforcer le développement dans les zones prioritaires, de contribuer à la réduction des disparités régionales, d'accélérer le rythme de l'œuvre du développement dans les zones rurales et urbaines les plus défavorisées et de garantir un développement équitable à travers l'amélioration des conditions de vie, la baisse du taux de pauvreté ainsi que celle du chômage.

Une mobilisation de fonds a été menée par des banques internationales comme le FMI (Fonds monétaire international), la BM (Banque Mondiale), la BEI (Banque Européenne d'Investissement), la BAD (Banque Africaine de Développement), etc. avec une composante d'assistance technique fondée sur l'expérience partagée par les pays qui ont des situations similaires de Tunisie. En outre, beaucoup de dons ont été octroyés par des pays amis (appuis budgétaires) ou des organisations internationales, en l'occurrence le BIT, dans le cadre de la coopération triangulaire.

Pour la préparation du plan de développement 2016-2020, la même démarche de concrétisation du principe de la discrimination positive a été adoptée avec la consécration de 70% du coût global des projets aux gouvernorats les moins bien classés selon l'indicateur de développement régional.

➤ **L'Institution prenant en charge de CSST : Ministère du développement, de l'investissement et de la coopération internationale³⁸ (MDICI)**

Le MDICI comme institution qui se charge de la Coopération Sud-Sud et triangulaire possède des responsabilités dans les 6 domaines suivantes :

- L'élaboration des stratégies, des plans de développement (sectoriel et régional), des rapports d'évaluation annuels du plan, des budgets économiques en collaboration avec les différents intervenants,
- L'élaboration des études en rapport avec l'aspect économique et social, le suivi du contexte économique, et la supervision du système statistique national,
- La promotion de l'investissement à travers l'amélioration du climat des affaires et l'attraction des investisseurs étrangers et des projets de partenariat,
- Le renforcement du programme de coopération internationale avec les pays étrangers, les institutions et les organisations internationales et régionales dans les secteurs économique, financier et technique,
- La garantie de la programmation et le suivi de l'exécution des projets et des programmes publics, sectoriels et régionaux et l'élaboration des perspectives et des politiques de développement régional,

³⁷ Les programmes : le PRD (Programme Régional de Développement) : programme décentralisé, géré au niveau régional entre le ministre du développement et le gouvernement de la région et le PDI (Programme de Développement Intégré) : contrat de programme signé directement au niveau régional pour des interventions au niveau local.

³⁸ <http://www.mdici.gov.tn/>

- La gestion du programme du développement régional et son suivi et l'évaluation avec les conseils régionaux

- **Le Bureau International du Travail (BIT) en Tunisie**

Face à la difficulté de la situation socio-économique en Tunisie, le BIT a aidé le gouvernement tunisien à entreprendre une coopération horizontale plus systématique pour soutenir les régions défavorisées. Un dialogue social a abouti en janvier 2013 à un contrat social entre le gouvernement tunisien, l'UGTT (Union Générale Tunisienne du Travail) et l'UTICA (Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat). Ce contrat a évolué en un exemple innovant de Programmes Pays pour la promotion du Travail Décent (PPTD) pour la Tunisie (2017-2022) qui a été ratifié le 12 juillet 2017 par le gouvernement et les partenaires sociaux à Genève. Parallèlement à ce contrat social, un dialogue national sur l'emploi a été organisé les 15, 16 et 17 mars 2016 par le gouvernement, l'UGTT et l'UTICA en vue de faire face à une conjoncture économique difficile où les jeunes peinent à trouver un emploi. L'objectif du dialogue a été d'élaborer une conception commune des problèmes du marché de l'emploi et d'identifier des mesures à entreprendre à court, à moyen et à long terme pour impulser l'emploi. Le dialogue a été couronné par l'adoption de la Déclaration Tunisienne pour l'Emploi le 29 mars 2016. En outre, le 22 août 2017, le chef du gouvernement en collaboration avec le MDICI, a lancé l'étude stratégique sur l'Economie Sociale et Solidaire avec l'appui du PNUD, dans le cadre du projet « Croissance Inclusive et Développement humain » qui a été financée par le gouvernement Suisse. La stratégie nationale pour la promotion de l'Economie Sociale et Solidaire entre dans le cadre de l'opérationnalisation du plan quinquennal de développement 2016-2020.

- **Programme d'Appui aux Zones Défavorisées (AZD)**

Le AZD identifié juste après la révolution s'inscrit dans l'objectif de réduire le déséquilibre de développement qui existe entre les régions côtières et celles de l'intérieur du pays. Sa première composante confiée au BIT de 2012 à 2017 a été axée sur l'appui à la création d'emplois, au développement économique local et à l'insertion professionnelle.

En fait, le programme AZD a pour objectif d'adapter et de contextualiser les expériences et les bonnes pratiques de l'économie solidaire des pays du Sud au contexte tunisien. En effet, les pays du Sud tels que le Maroc, l'Egypte, le Sénégal, le Cap Vert, la Mauritanie, ont riches expériences en matière de valorisation des substances utiles, d'organisations communautaires, etc. Ces bonnes pratiques ont servi comme les exemples de départ afin de développer des activités similaires dans les zones défavorisées en Tunisie.

Le BIT a assisté Tunisie à travers diverses méthodes ainsi que de mettre en œuvre d'actions concrètes sur le terrain, d'envoyer une présence permanente dans les régions, de proposer une intervention potentielle très souple et une approche basée sur la concertation entre les acteurs locaux. Par exemple, des visites d'études sont organisées par le projet à des cadres de l'administration tunisienne dans des pays comme le Bénin, le Cameroun, l'Ethiopie, l'Egypte, le Maroc. Ces visites ont permis aux participants tunisiens de communiquer et d'échanger des expériences directement avec les bénéficiaires locaux. Aussi, le BIT a mobilisé son expertise technique ainsi que ses spécialistes pour la conception et la mise en œuvre de ce programme. Avec les soutiens énormes de BIT, ce projet a obtenu des résultats encourageants tels que :

- La valorisation des ressources locales et des techniques constructives alternatives dans le cadre des chantiers-écoles démonstratifs mis en œuvre par des PME locales,
- L'accroissement des initiatives productives et le développement des activités productrices de revenus à travers des infrastructures de désenclavement et une mise en place d'unités de transformation des produits essentiellement avec les jeunes et les femmes,

- L'instauration d'un dialogue et d'un climat de confiance entre les acteurs, publics et privés, autour de l'identification et le suivi de projets prioritaires.

Autant d'exemples concrets et de résultats de plusieurs évaluations par BIT et UE (Unions Européennes) ont souligné la pertinence et l'efficacité des actions. Cependant, le principal défi qui reste à relever concerne la durabilité et la capitalisation des acquis qui nécessitent généralement plus de temps.

- **Facteurs de réussite du programme AZD**
- **Accompagnement pour un développement intégré et un cadre de concertation locale**

La mise en place de cadres locaux de concertation (forum de dialogue) constitue une expérience importante pour l'équipe du BIT dans des projets CSST comme ce projet BIT/UE-AZD. Cette approche a non seulement permis d'établir un climat de confiance entre BIT et les acteurs locaux mais aussi d'amorcer un sentiment d'appropriation par les divers partenaires facilitant ainsi l'engagement dans la mise en œuvre concrète et la prise en charge d'une infrastructure ou d'une activité productive. Ces forums ont permis la formulation volontaire des cadres de consensus ouverts non formalisés, dont la composition varie en fonction des forces vives locales. On y retrouve généralement les autorités locales, la société civile, les partenaires sociaux et le secteur privé. Toutefois, la mise en place d'un tel environnement reste un exercice complexe qui nécessite au départ un accompagnement technique neutre établi par un cadre triangulaire du BIT/UE-AZD. Ce cadre assure une présence de proximité et une bonne connaissance du milieu. Son rôle est de faciliter les échanges Sud-Sud et Nord-Sud avec les services au niveau régional. Le forum de dialogue a été également impliqué dans des démarches de diagnostic territorial et de planification locale avec l'appui des services techniques *ad hoc* du MDICI et des autres services déconcentrés au niveau régional. Ces démarches ont permis d'assurer une meilleure cohérence des interventions proposées dans le cadre d'un développement intégré. Il s'agit notamment de faire des choix judicieux dans les investissements avec un impact maximal en termes d'emplois, de dynamisme de l'économie locale et de mise en valeur des ressources propres.

- **Réponse aux besoins d'infrastructures productives et de proximité et valorisation des ressources locales à travers des chantiers démonstratifs**

L'intervention du projet se base sur la mise en œuvre de travaux d'infrastructures et l'accompagnement de divers partenaires. Il s'agit également d'introduire une approche et de valoriser son impact sur l'emploi par l'utilisation des matériaux locaux, l'adaptation des marchés aux PME locales ou l'apprentissage. Il est donc question pour le projet d'introduire des spécificités à tous les niveaux de mise en œuvre: du choix de la conception à la mise en place de mesures de gestion et d'entretien avec les bénéficiaires finaux, les communes et les services déconcentrés du ministère de l'agriculture, en passant par la mise en œuvre souvent sous forme de chantier-école.

Le choix pertinent des infrastructures a tenu compte des effets induits comme l'équipement marchand (dynamisme économique, ressources pour les CL) ou la valorisation d'une zone de production (désenclavement, aménagements CES). Sur les différentes zones d'interventions, la nature des priorités est relativement similaire à celle du désenclavement, de l'espace des marchés, de la voirie, de l'assainissement et de l'appui aux activités productives. Dans la mesure du possible, la conception des projets a pris en considération l'utilisation de matériaux exploitables localement (création d'emplois, économie de devises) et de techniques facilement appropriables par les PME ne nécessitant pas d'investissements en équipements lourds. Plusieurs des infrastructures réalisées ont été cofinancées par des partenaires institutionnels dont le MDICI.

- **Appui à la création d'emplois, Activités Génératrices de Revenus (AGR)**

La mise en place d'activités³⁹ et de projets générateurs de revenus individuels ou collectifs basés sur l'identification des leviers concertés à fort potentiel de création d'emplois a nécessité une offre de formation adaptée au profil des bénéficiaires et des spécificités des projets et de l'environnement du travail. En effet, un programme de formation pour l'autonomisation économique en milieu rural a été mis en place (TREE⁴⁰) par le BIT. Son objet est d'aider les femmes et les hommes des communautés rurales pauvres à acquérir des qualifications et d'améliorer leurs revenus. Cette approche intégrée s'inspire des leçons tirées de précédents programmes de formation axés sur la communauté en reconnaissant la nécessité d'assurer un soutien consécutif à la formation. En Tunisie, ce type de formations a donc eu lieu dans les zones d'intervention à proximité des bénéficiaires, des richesses naturelles et des bassins de production. Elles ont été organisées en collaboration notamment avec le centre sectoriel agroalimentaire d'El Khadra et d'autres centres sous tutelle de l'AVFA (Agence de la vulgarisation et de la formation agricoles). Le BIT/UE a apporté son appui aux groupes des bénéficiaires de la formation dans les démarches administratives, juridiques et financières liées à la création du projet et durant toutes les étapes du projet AZD.

- **Accompagnement au renforcement institutionnel des partenaires locaux et régionaux et optimisation de l'impact des investissements**

Le projet AZD a contribué également à l'accompagnement et au renforcement des compétences des partenaires locaux et régionaux à travers des actions concrètes au niveau de:

- La coordination et la concertation par la mise en place d'un forum et d'une plateforme d'échange au niveau communal, d'un comité technique d'appui et de suivi au niveau régional,
- Le repositionnement des services techniques déconcentrés dans l'accompagnement des projets des communes y compris les services financiers et de contrôle,
- Le rôle de la société civile et des partenaires sociaux dans un « contre-pouvoir » vigilant et constructif,
- Le rôle des organisations professionnelles (GDA, SMSA, GIE, ...) en tant qu'organisations autonomes et indépendantes mais pouvant collaborer avec des collectivités locales sous forme de CSST.

Tunisie : l'Afrique en miniature

La Tunisie, de par son Histoire et sa position géographique a un rôle de premier plan à jouer pour concrétiser d'une part les potentialités de croissance économique, mais aussi pour préserver le visage humain du continent, dans le respect des spécificités culturelles et sociales et dans le respect des valeurs humanistes et universelles. Dans ce cadre, lors du Forum de la Coopération Sud-Sud, le pays a posé ses bases pour encourager ses échanges et son savoir-faire avec d'autres pays africains. Dans le but de mettre l'Afrique au cœur des préoccupations du gouvernement tunisien et mener un travail de rapprochement et d'Africanisation du continent, des acteurs économiques clefs et des personnalités tunisiennes se sont

³⁹ Ex : fromagerie à Sidi Aich et Sbeitla – conserverie à Kesra et à Aguila – valorisation des plantes aromatiques et médicinales à Tajerouine et à Laaroussa.

⁴⁰ Training for Rural Economic Empowerment ou l'Autonomie Economique des Populations Rurales, méthodologie développée au Madagascar

associés⁴¹ afin de promouvoir les relations Sud-Sud favorisant le développement durable et la prospérité partagée en faveur des populations africaines⁴².

Dans certains nombres de domaines, le savoir-faire tunisien se distingue : l'agriculture, le tourisme, l'énergie, l'industrie, les TICs, l'éducation, la santé, etc.

Concernant les TICs, l'objectif de cette coopération est de mettre à profit les compétences tunisiennes afin de concevoir des projets communs à même de faciliter les échanges des services technologiques et des idées innovantes pour aider les entreprises des pays frères et créer des richesses.

Un secteur stratégique comme celui de l'agriculture est bien développé en Tunisie notamment dans la culture des dattes, des céréales et des agrumes. Ce secteur génère près de 12% du PIC et 15% d'emplois. Certains pays, comme le Niger, ont renforcé leur coopération technique avec la Tunisie à travers des visites d'échanges et des demandes d'accompagnement d'experts tunisiens afin d'améliorer leur production agricole, animale et aquacole. La coopération avec le Cameroun est un autre exemple de la diversité dans notre champ de mutualisation de l'expertise notamment dans le secteur de la santé reproductive et du planning familial.

La Tunisie, mini-laboratoire de l'Union africaine, reçoit jusqu'à 28 nationalités d'Afrique subsaharienne. Ce mini laboratoire devrait se consolider afin de constituer au mieux une plateforme de coopération solidaire entre les pays du Sud.

➤ **Adresser les nouveaux défis de la deuxième république**

La Constitution du 26 janvier 2014 érige la décentralisation en principe de "pouvoir local" qui va de pair avec la reconnaissance de la dimension régionalisée des politiques publiques fondée sur la recherche de l'égalité entre les régions. Selon le processus de décentralisation et de complémentarité territoriale, le projet de « Code des Collectivités Locales » confère aux collectivités locales une fonction de développement devant tenir compte des nouveaux impératifs dictés par la constitution comme la bonne gestion des deniers publics, la planification urbaine effective et l'aménagement du territoire, la protection de l'environnement et de la solidarité intergénérationnelle et interrégionale. Ces impératifs doivent être concomitants à la participation de la société civile et au respect du principe de la bonne gouvernance dans la gestion des affaires locales. Dans ce cas-là, la communication et l'échange des expériences entre les pays du Sud sont essentiels. Le Ministère des Affaires Locales et de l'Environnement est chargé de mettre en œuvre le processus à travers l'instance des réformes et l'appui à la décentralisation. D'autres ministères y sont directement impliqués à travers leurs instances déconcentrées dont le MDICI.

Les élections locales sont prévues pour décembre 2017. La décentralisation devrait constituer un moyen pour désenclaver et promouvoir des activités économiques adéquates aux potentialités peu ou pas exploitées des régions rurales et parfois même urbaines. Inutile de préciser que chaque territoire tunisien possède des richesses ou des spécificités naturelles ou culturelles à mettre en valeur. Ainsi, les ressources locales agricoles, forestières et riches en substances utiles (argile, pierres, marbres, etc.) dans les régions de l'intérieur du pays peuvent constituer des atouts comparatifs pouvant distinguer les localités et constituer

⁴¹ Par exemple : TABC (Tunisia Africa Business Council), Think Tank, les forums de partenariats, les visites d'échanges, etc.

⁴² Feuille de route gouvernementale « Tunisie 2025 »: une meilleure présence des institutions tunisiennes notamment celle des représentations diplomatiques, une facilité d'accès en Tunisie pour les ressortissants subsahariens en particulier celle des étudiants, un renforcement du secteur des transports aérien et maritime, un accompagnement des entreprises tunisiennes par le secteur bancaire tunisien.

une source de projets et de microprojets à valeur ajoutée pour les locaux. L'utilisation des substances utiles locales dans le domaine de la construction (par exemple les pavés de pierres ou les briques en argile) est à favoriser dans une démarche de valorisation des produits locaux et de création d'un savoir-faire dans ces métiers.