



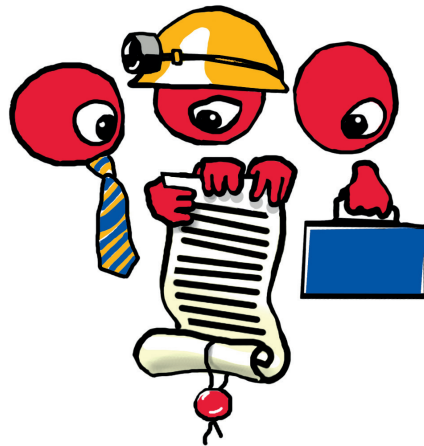
United Nations
Office for South-South Cooperation



International
Labour
Organization

HOW-TO GUIDE

ON SOUTH-SOUTH AND TRIANGULAR COOPERATION AND DECENT WORK



Department
of Partnerships
and Field
Support

**HOW-TO GUIDE
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AND TRIANGULAR
COOPERATION AND
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TRIANGULAR COOPERATION AND DECENT WORK**

Guide No. 16

DEPARTMENT OF PARTNERSHIPS AND FIELD SUPPORT
INTERNATIONAL LABOUR OFFICE · GENEVA

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1. Introduction

The participation of countries from the Global South¹ in the international scenario has evolved over the last few decades. They have assumed leading roles in decision making on global problems ranging from economic recovery to food security, climate change and labour issues. The changes in geopolitical and economic scenarios have highlighted the need for effective measures to overcome the current challenges faced by people. Employment concerns have increasingly been placed at the core of national and international development strategies, attesting to the urgent need for alternative and effective solutions.

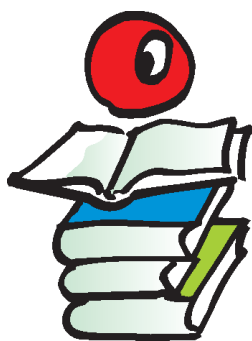
The importance of the Global South in the development processes is evident. New actors are shaping the development agenda, and increasingly innovative responses to global challenges are coming from emerging countries, which are forging strategic partnerships with other southern countries. This capacity to address global challenges with local solutions can be attributed to years of technical cooperation activities on social policies. Since the 1970s, when a significant reorientation of technical assistance encompassed greater concern for the human and social aspects of development, the initiatives implemented in several countries in the south charted a path that in recent years has been creatively pursued and reflected in policies that respond to national needs. The economic and political crisis of the 1980s equally contributed to a shift in development cooperation in developing countries and aimed at strengthening political and administrative capacity, not to mention opportunities for alliance-building among countries of the South. Horizontal arrangements enabled countries from the South to better adapt development responses through policies and processes that best fit their needs. Following its central mandate, the

¹ There is no official definition, but the term usually refers to developing countries and emerging economies.

ILO has as a priority the promotion of sustainable decent work for all. In this regard, South-South and triangular cooperation mechanisms (SSTC) have a key role to play.

In March 2012 the Governing Body of the ILO adopted a strategy to promote South-South and triangular cooperation² which reaffirms that South-South and triangular cooperation is paramount to the mainstreaming of the Decent Work Agenda.

The strategic importance of South-South and triangular cooperation has been recognised in several international summits as can be seen in the report of the UN Secretary General to the 62nd session of the General Assembly, which called on the international community to strengthen South-South cooperation in order to scale up its impact.



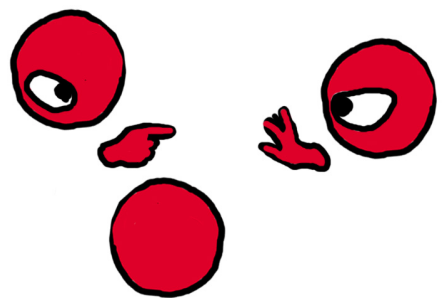
In line with the strategy of the International Labour Organization (ILO) for South-South and triangular cooperation and its outcomes,³ this *How-to Guide* aims at helping practitioners better understand South-South and triangular cooperation. It is mainly targeted at the United Nations system

2 Official term according to the ILO Strategy adopted in March 2012.

3 South-South and triangular cooperation: The way forward. GB.313/POL/7.

and the ILO's tripartite constituency, with a focus on the staff who will be applying this tool in their operational programmes. It also targets the UN organisations, since working together in a more decentralised and horizontal manner is an organisational challenge for many UN agencies, including the ILO. It explains in a practical way the definition of South-South and triangular cooperation, its main principles, the differences between South-South cooperation and triangular cooperation, the process that should be followed to implement projects in a South-South and triangular framework, and the actors involved. There is also a section on "Do's and Don'ts" which will help you better understand their basic characteristics and apply their principles in practice. The "Do's and Don'ts" section does not give rigid guidance, but is based on past experience, and lessons learned. The ideas in this guide are focused on the way South-South and triangular cooperation projects have been implemented in the past; they also illustrate the process of involvement of ILO constituents and partners in realising the four strategic objectives of the Organisation.⁴ The overall purpose is to expand understanding of South-South and triangular cooperation at the global level by targeting and informing the actors who can make it possible.

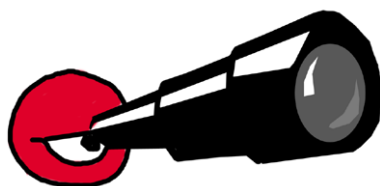
4 Strategic objectives of the ILO: Promote and realise standards and fundamental principles and rights at work, create greater opportunities for women and men to secure decent employment and income; enhance the coverage and effectiveness of social protection for all; strengthen tripartism and social dialogue.



2. South-South and triangular cooperation: some definitions

2.1 South-South and triangular cooperation

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.⁵ 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.



⁵ There is no official definition, but the term “global South” usually refers to developing countries and emerging economies.

Resolution 64/222 of the General Assembly (2010) on the “Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation”⁶ adopted in 2009 by the G77 + China Ministers of Foreign Affairs, 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.”⁷

It further defined South-South and triangular cooperation (SSTC) as an important element of international cooperation for development, offering viable opportunities for developing countries in their individual and collective pursuit of sustained economic growth and sustainable development. Countries reaffirmed the key role of the United Nations, including its funds, programmes, specialised agencies and regional commissions, in supporting and promoting cooperation among developing countries.



The “Framework of operational guidelines on United Nations support to South-South and triangular cooperation”⁸ recognised in 2012 the growing relevance of South-South cooperation over the previous decade. Drawing on the Nairobi outcome document, this framework presents a cohesive definition of South-South cooperation as a response to the calls for an operational definition that can be shared within the United Nations system: “South-South Cooperation is a

6 <http://www.un.org/en/ga/64/resolutions.shtml>

7 *Ibid.* (Paragraphs 18-19)

8 <http://toolkit.undg.org/uploads/contents/1338317764.pdf>

process whereby two or more developing countries pursue their individual and/or shared national capacity development objectives through exchanges of knowledge, skills, resources and technical know-how, and through regional and interregional collective actions, including partnerships involving governments, regional organisations, civil society, academia and the private sector, for their individual and/or mutual benefit within and across regions.”.

The 2012 quadrennial comprehensive policy review (QCPR) adopted by the General Assembly issued a resolution⁹ that included a chapter on South-South cooperation. It encouraged the funds, programmes, specialised agencies and other entities of the United Nations system to take concrete measures to effectively mainstream and support South-South and triangular cooperation in their policy and regular programming work. The resolution also requested those organisations and the United Nations Office for South-South cooperation to leverage each other’s institutional and technical capacities.

In view of its particular mandate, the ILO has adapted the definition as follows: *“South-South and triangular cooperation is a manifestation of solidarity among the countries and peoples of the South that contributes to their national well-being, national and collective self-reliance, and the attainment of internationally agreed development goals, including the Millennium Development Goals. South-South and triangular cooperation should not be seen as official development assistance, but as a partnership among equals based on solidarity, and is not a substitute for, but rather a complement to, North-South cooperation. From this stems the concept of “triangular cooperation” which is defined as South-South cooperation supported by a Northern partner. South-South and triangular cooperation takes different and evolving forms, including, inter alia, the sharing of knowledge and experience, training, and technology transfer. It embraces a multi-stakeholder approach.”* (ILO strategy for South-South and triangular cooperation)

9 <http://www.un.org/en/development/desa/oesc/qcpr.shtml>

The ILO Programme and Budget for 2012–13¹⁰ placed particular emphasis on South-South and triangular cooperation as a means of achieving the organisation's objectives: promote and realise standards and fundamental principles and rights at work; create greater opportunities for women and men to decent employment and income; enhance the coverage and effectiveness of social protection for all; and strengthen tripartism and social dialogue. The ILO Programme and Budget for 2014–15¹¹ stated that South-South and triangular cooperation will continue to feature prominently in the ILO technical cooperation strategy.

For the ILO, South-South and triangular cooperation is regarded as a way to draw on its particular advantage namely the experience and knowledge of its tripartite constituents, as an effective means of capacity development, knowledge sharing, exchanging of experiences and best practices, and interregional cooperation, and as a means of mobilising resources¹².

10 ILO Programme and Budget for 2012-13

<http://www.ilo.org/public/english/bureau/program/download/pdf/12-13/pbfinalweb.pdf>

11 ILO Programme and Budget for 2014–15 - http://www.ilo.org/ilc/ILCSessions/102/reports/reports-submitted/WCMS_211229/lang--en/index.htm

12 South–South and triangular cooperation: The way forward. GB.313/POL/7

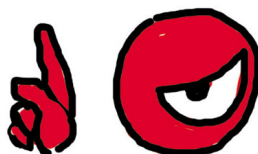
http://www.ilo.org/gb/GBSessions/GB312/pol/WCMS_172577/lang--en/index.htm

2.2 Principles of South-South and triangular cooperation according to the ILO

For the ILO, South-South and triangular cooperation is based on solidarity among equals and has a multi-stakeholder approach in which all parties collectively learn. The core principles of South-South and triangular cooperation lead the stakeholder countries to a higher level of commitment and self-confidence. The fact that cooperation is more aligned with development partners' priorities and needs is key to guaranteeing greater sustainability for a project or programme's results. By learning from other southern countries, they become more motivated to develop their own solutions, adapt them, and replicate them in other countries of the south. This feature represents the comparative advantage of South-South and triangular cooperation, as it facilitates the collection of good practices that can later be adapted and improved for implementation in a different country.

The Nairobi outcome document of the High-level UN Conference on South-South cooperation (2009) identifies the following principles of South-South and triangular cooperation:

- *Respect for national sovereignty and ownership*
- *Partnership among equals*
- *Non-conditionality*
- *Non-interference in domestic affairs*
- *Mutual benefit*
- *Mutual accountability and transparency*
- *Development effectiveness*
- *Coordination of evidence-and results-based initiatives*
- *Multi-stakeholder approach.*



In triangular cooperation, a northern development partner can participate as a third partner financially supporting the cooperation between two or more developing countries, whether by providing technical resources or by leveraging other additional financial or logistical resources. Frequently, triangular cooperation consists in both a financial contribution from a northern development partner and technical skills provided by a southern development partner, which will be then implemented in another developing country.



The framework of operational guidelines on United Nations support to South-South and triangular cooperation states that northern partners benefit by being able to take advantage of both increased institutional capacity in the south and to increase the impact of their aid disbursements by leveraging the resources of multiple partners from the south. The framework also points out that in order to achieve development results, triangular cooperation must be led and owned by southern actors.¹³

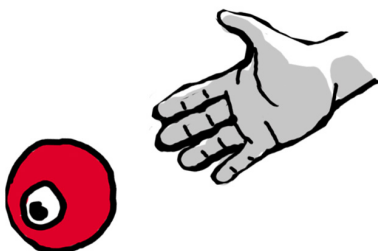
For the ILO, South-South and triangular cooperation involves initiatives in the social, economic, environmental, technical and political fields, and in this perspective it can be a useful tool to engage social partners from developing countries to promote the Decent Work Agenda through development cooperation.

¹³ Framework of operational guidelines on United Nations support to South-South and triangular cooperation,

3. Process

The promotion and sharing of good practices between constituents is part of the commitment of the ILO. In order to pursue its mission and objectives, even before categorising a strategy as South-South or triangular cooperation, the organisation relies on the formulation of international technical cooperation and the implementation of active partnerships with constituents, to help countries put policies into practice in an effective manner.

South-South and triangular cooperation should also be regarded as one of the means that the ILO and its constituents can use to deliver Decent Work Country Programmes.¹⁴ The ILO has established Decent Work Country Programmes as the main vehicle to support countries. They organise ILO knowledge, instruments, advocacy and cooperation at the service of tripartite constituents to promote decent work as a key component of national development strategies. The inclusion of South-South and triangular cooperation strategies within Decent Work Country Programmes is key to both the promotion of these types of cooperation and to advancing the Decent Work Agenda.



¹⁴ <http://www.ilo.org/public/english/bureau/program/dwcp/>

3.1 Actors involved

South-South and triangular cooperation embrace a multi-stakeholder approach. Under the ILO's tripartite structure, governments, workers' and employers' organisations are formally part of the implementation process. Due to its tripartite nature, the ILO has a comparative advantage in this regard, and social partners are given a key role in promoting South-South and triangular cooperation.

South-South and triangular cooperation can also include collective strengths of international and regional organisations, bilateral agencies, academic institutions, national institutions and networks. ILO constituents and partners have shown support to South-South and triangular cooperation and have followed the principles of solidarity and non-conditionality, while promoting cooperation between developing countries. This partnership between equals is central to the mainstreaming of the Decent Work Agenda (DWA).

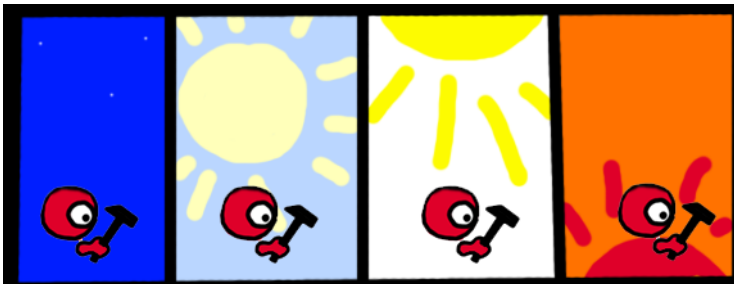
The participation of all partners (governments, worker's and employer's organisations) is of utmost importance. A South-South and triangular cooperation activity should include them all from the earliest stage of the process. Together with the strengthening of national response capacity and coordination mechanism, the commitment of social partners is crucial to the sustainability of both, actions and results.

3.2 Modalities and examples

South-South and triangular cooperation may take the form of knowledge sharing and transfer of southern-grown development solutions with the support of the community of development partners and the multilateral system under innovative triangular arrangements, which still maintain the horizontal dimension and demand-driven characteristics. South-South and triangular cooperation can be implemented in different ways, depending on the particular needs of each country. These are just some examples:

Capacity-development activities:

For the ILO, capacity development of tripartite constituents is a primary focus of technical cooperation programmes and projects. It involves direct action with groups, such as the provision of training for youth on enterprise development, or for larger sectors of communities on HIV/AIDS. Capacity-development projects aim at increasing the capability and ability of a country to promote development in a particular area. The following is an example which describes the regional network of TVET institutions in Central America.



Developing skills for green jobs in the Americas through South-South cooperation

In 2004 the technical vocational education and training institutions (TVET institutions) of Central America (Guatemala, Honduras, El Salvador, Nicaragua, Costa Rica, Panama) and the Dominican Republic created a regional network with the objective of jointly standardising and improving technical vocational training programmes in line with the latest labour market developments. In the framework of the Spanish funded project FOIL (Formación, orientación e inserción laboral), the ILO is collaborating with the regional network of TVET institutions. The overall objective of FOIL is to strengthen the institutional capacity of public labour institutions and to facilitate the labour market insertion of marginalised groups in Central America. In 2010 the network members decided jointly to focus on the creation of learning standards and methodologies for the promotion of green occupations perceiving a need in the labour market for workers with knowledge and skills related to environmental protection and new technologies and techniques. In this sense, the benefits for members of the network include: Learning and applying new methodologies, techniques and working tools; sharing information and experiences; timely feedback work processes; streamline the achievement of the objectives.

The next example involves cooperation between Kenya, Uganda and Zambia for the development of a trade union policy on child labour. It shows how South-South networking and capacity development can be promoted and constructed between ILO constituents from the Global South, often with contributions from a traditional development partners. Workers' and employers' organisations can also engage in South-South and triangular cooperation arrangements to promote and enhance their strategic priorities, at regional, subregional and inter-regional levels.

Support to development and implementation of time-bound measures against the worst forms of child labour (WFCL) in Zambia

This is a project of the ILO's International Programme on the Elimination of Child Labour (IPEC) that started in 2006. Its objective is to strengthen the implementation and enforcement of relevant policies and legislation and to forge greater policy coherence by facilitating the formulation of a National Action Plan (NAP) in Zambia for the elimination of the worst forms of child labour. For this purpose, representatives of trade unions in Zambia reviewed strategies with their Kenyan counterparts for trade union action against child labour. The South-South character of the cooperation became clear when Kenya facilitated contact between unions from Zambia and Uganda. The formulation of the NAP helped to increase collaboration and coordination among the different stakeholders and was backed up with capacity-building initiatives especially by the National Organisation of Trade Unions of Uganda. For more information:

http://www.ilo.org/pardev/south-south/WCMS_211770/lang--en/index.htm

The next project was carried out within the framework of a new cooperation agreement between the ILO and the World Organisation of United Cities and Local Governments, both organisations have been jointly supporting action to advance the Decent Work Agenda at the local level through a local economic development (LED) approach. In 2013 the ILO and UCLG carried out activities aimed at developing South-South and city-to-city cooperation to reinforce the capacities and business skills of market vendors. This project involved the cities of Maputo and Durban.

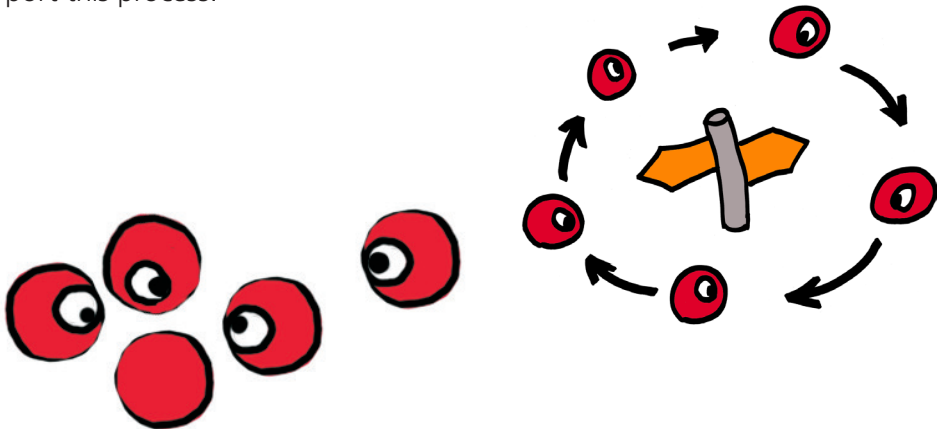
South-South Cooperation between Maputo and Durban to reinforce the capacities and business skills of market vendors

In June 2013 a Maputo delegation consisting of nine participants including members of workers' organisations conducted a technical visit to Durban to be trained and to exchange ideas and knowledge related to the way in which workers, micro-entrepreneurs and the local government in Durban carry out their work. In August 2013 a technical visit by officers of the City of Durban to Maputo explored further the dynamics of the economy of food markets in Maputo in order to devise appropriate interventions and support to the city.

In September 2013 a trainer from Durban facilitated five days of training on Advocacy Skills for Small Business focused on developing the leadership and entrepreneurial skills of Maputo's food vendors. This project enabled workers, employers, and government representatives to share ideas and learn from each other and to improve Maputo's food system by adopting decent work practices.

Sharing experiences and good practices:

Countries gather with the purpose of sharing experience and expertise in a particular domain. Experiences can be shared during a conference, which will serve as the platform. This modality is key to identify and learn about good practices that can be further adapted and implemented in other countries. A variety of media platforms may be developed to support this process.



The Global South-South Development (GSSD) Expo

The GSSD Expo is a UN system-wide global high-profile event for the promotion of South-South and triangular cooperation (SSTC) that provides a platform for sharing and exchanging scalable, replicable and innovative southern solutions on a specific theme which have had significant development impact on the ground. At these events the ILO identifies good practices and organises a solution forum where invitees present South-South cooperation projects that have proven effective and can later be adapted to other countries. This is another way by which the ILO promotes South-South cooperation at the regional level. To learn about the solutions presented in the forums organised by the ILO, please visit: Global South-South Development Expos: Decent Work Solutions (2010-2013). (http://www.ilo.org/pardev/south-south/WCMS_244336/lang--en/index.htm)

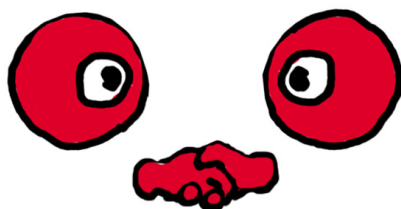
The following project describes a study tour for trade union officials from Barbados and the Caribbean Congress of Labour (CCL) to São Paulo (Brazil), which allowed the exchange of experiences, information on good practices and policies, and lessons learnt with respect to technical and vocational education and training (TVET) in the sectors of retail, hotels, catering and tourism.

Brazil and Barbados share good practices in vocational training in the retail, hotel, catering, and tourism sectors

With the support of ILO-CINTERFOR and SENAC (a Brazilian vocational training institution for these sectors), officials of the Barbados Workers' Union Labour College and the CCL leadership learned from the experience of the specialised training centres and laboratories in São Paulo. The delegation included the General Secretary and the Principal of the Barbados Workers' Union Labour College, the President (Antigua and Barbuda) and the General Secretary (Grenada) of the Caribbean Congress of Labour, and the Director of ILO/CINTERFOR, who accompanied the delegation. The study tour was facilitated by the ILO, through the Inter-American Centre for Knowledge Development in Vocational Training (ILO/CINTERFOR), with the support of the Department of Partnerships and Field Support (PARDEV).

Building partnerships:

These are built when the development agendas of two countries or regional organisations converge in a common area of interest to build on development. They meet, discuss and set up the basis and develop strategies to work together in a specific field. This situation can be facilitated when a country has an official technical assistance catalogue for South-South and triangular cooperation, which is a document presenting all the areas of cooperation in which the country can engage due to its experience and good practices in that specific sector.



Partnership Agreement for Promoting Technical Cooperation with a Focus on South-South Initiatives

Within the framework of this agreement, the Ministry of Human Resources and Social Security of China is assisting developing countries in Asia TO promote full employment and the Decent Work Agenda through innovative technical South-South cooperation projects that facilitate the dissemination of good practices. For this purpose the country has committed US\$1 million over three years.

In 2013, the ILO and China started the implementation of the “South-South cooperation Project to Expand Employment Services and Enhance Labour Market Information in Cambodia and Lao PDR.” The main purpose of this project is to improve labour market efficiency and participation, reducing unemployment, and enhancing linkages and information flows between jobseekers and employers, which will in turn contribute to the reduction of poverty in Cambodia and Lao PDR.

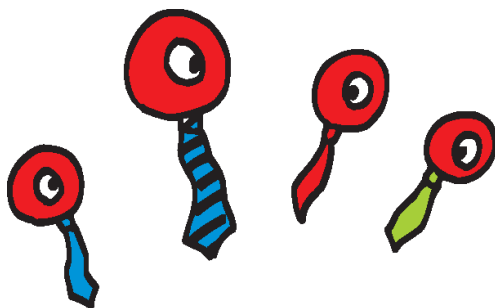
In order to carry out technical cooperation between developing countries and to support the mobilisation of financial resources to enable such cooperation, the ILO has *signed agreements and has started building concrete partnerships* with various governments, and tripartite constituents. Within the framework of the strategy for South-South and triangular cooperation.

Brazil's Contribution to the ILO South-South and triangular cooperation strategy

In December 2007 and in March 2008, two Memoranda of Understanding on South-South Cooperation (SSC) were signed between the ILO and Brazil. The first addressed the Prevention and Elimination of Child Labour, and the second the promotion of social protection in several regions with special focus on the Portuguese-speaking countries in Africa (PALOP). Those Memoranda expressed the commitment of the ILO and the Government of Brazil, and outlined the need for technical cooperation among developing countries, as well as the support to financial resources mobilisation to enable such cooperation.

In March 2009 they signed the most overarching framework agreement: the "Complementary Adjustment to the Basic Agreement on Technical Cooperation with Latin American and African countries for the implementation of the ILO-Brazil Partnership Programme for the Promotion of South-South Cooperation". Following this Complementary Adjustment, Brazil has prioritised the development of cooperation programs related to fundamental principles and labour laws.

Several programmes have been implemented, but one can highlight a few important areas: the programme on the Elimination of Child Labour, the programme for the promotion of Social Security, the promotion of green jobs, the triangular cooperation programme for combatting forced labour (Brazil/US-Peru), just to quote a few.

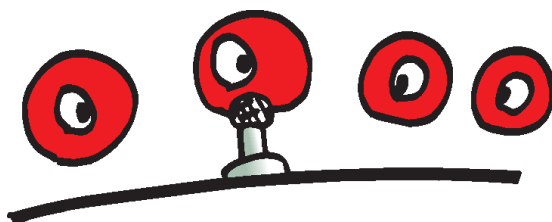


Creating and strengthening networks and platforms:

Several groups (International organisations, governments, employers, workers) from different developing countries create a network (holding periodic meetings) or develop web platforms for frequent interaction and dissemination and management of knowledge.

The ILO Inter-American Centre for Knowledge Development in Vocational Training (ILO-CINTERFOR) has been promoting South-South and triangular cooperation through a regional knowledge-sharing platform and network for skills development policies since 1963, connecting public institutions, international organisations, social partner organisations, universities and civil society. ILO/CINTERFOR promotes and facilitates cooperation, coordination and exchanges between its member institutions and entities. It facilitates dialogue between equals on issues at regional and global level; it helps to establish and strengthen links between its members; and systematises and shares knowledge and practices that are generated from this exchange and collaboration.

For information on how to become a member of the network, please visit: www.oitcinterfor.org



The ILO supports the *creation and strengthening of networks* as part of its South-South and triangular cooperation strategy. The creation of networks is a critical element of building relationships between groups, organisations, social partners, countries and regions. The ILO favours networking between countries of the South as a means to better mainstream and integrate decent work policies at several levels. One example of networking in the field of South-South and triangular cooperation is the ILO's Academy on Social and Solidarity Economy. This inter-regional training event has gathered, at each session, more than 70 researchers, practitioners and policy-makers from around the world to share their experience and meet other leading social and solidarity economy specialists.

The Academy on Social and Solidarity Economy is an annual meeting point for researchers, social partners, academia, practitioners, and other experts from all over the world engaged in promoting sustainable development through solidarity economy, local governance and cooperatives.

In 2014, the ILO Partnerships and Field Support Department (PARDEV) provided fellowships for more than 30 experts, and employers' and workers' representatives from the Global South (Africa 38%, Asia 4% and Latin America 58%). These scholarships were provided through the South-South cooperation strategy of the ILO. In this context, South-South cooperation acts as an instrument for strengthening the social and solidarity economy, since the exchange of knowledge and know-how makes it possible to improve the conditions in which experience is applied in other contexts. South-South cooperation permits an interchange between the various forms in which the social and solidarity economy is manifested in different places, contributing to the generation of work, employment, and income, and to inclusive and sustainable development.

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... >

During the Academy there was a session on the Meeting Point on South-South and triangular cooperation and SSE¹⁵ and the Academy Collective Brain¹⁶, which are tools aimed at linking up researchers, ILO constituents, youth activists, cooperative and social solidarity practitioners and experts through social media and peer-to-peer cooperation between countries of the Global South. Participants left comments and engaged in conversations in the Main Forum for SSTC on the SSE.¹⁷

The Meeting Point on South-South cooperation is an interactive space where people from different countries can meet, engage, exchange and cooperate on the field of SSE within the perspective of SSTC. Its main goal is to increase direct connections and interactivity between people interested in this concept. It makes it possible to follow the “News” and to access “Documents & Materials” about SSTC and SSE from separate sections of its website. Participants can also suggest and share links to news and to documents or materials. It provides access to forums and groups on SSTC and SSE on Facebook¹⁸, LinkedIn¹⁹ and/or Google+²⁰. These groups are like virtual meeting rooms and are very effective for open conversations and sharing relevant information.

15 <http://www.sstcsse.net/comments.html>

16 http://socialeconomy.itcilo.org/en/sse-academy-collective-brain?set_language=en

17 <http://www.sstcsse.net/comments.html>

18 https://www.facebook.com/groups/687981084568227#_=_

19 <https://www.linkedin.com/groups/Meeting-Point-SSTC-on-SSE-5009846>

20 <https://plus.google.com/communities/108364076352311045499>

3.3 South-South and triangular cooperation step by step

Needs-matching

South-South and triangular cooperation is demand-driven, that is, it can occur when a country identifies its need for a solution to a certain development challenge. The first step in implementing a project is to *articulate the development needs of the country*. This is essential in order to develop specific programmes or projects. Once the development priorities, challenges and specific needs of a country are clear, partners should identify appropriate initiatives that could strengthen their development and explore the possibilities of partnering with a country that can provide assistance in the areas of interest. South-South and triangular cooperation is carried out under the premise that all involved partners have to share solutions for development needs, and that they engage in such cooperation with a view to mutual benefit.

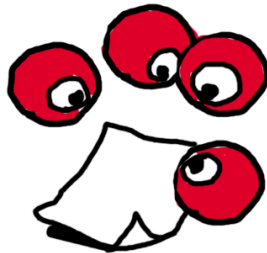
ILO matchmaking mechanisms include bilateral and regional or subregional meetings aimed at facilitating information exchanges. The ILO has also released two collections of good practices²¹ that can help partners learn from initiatives based on southern solutions that have proven effective in promoting decent work. In addition, some countries actively disseminate information on their experience and expertise through their cooperation agencies or by releasing their own catalogues.



21 http://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/publication/wcms_211770.pdf

a. Stakeholder consultations

Under the ILO's tripartite arrangements, governments, employers' and the worker's organisations are formally part of the way in which the ILO works and must be consulted. Consultations are key to strengthen coordination for collaboration among countries. Consultations, particularly between researchers and policy makers, can help identify relevant issues of concern to the operational priorities of South-South and triangular cooperation. It is essential to ensure the involvement of all stakeholders on which the project will have an impact and whose contributions are valuable to all stages of the South-South or triangular cooperation activity, in order to ensure fair and transparent cooperation.²² Participatory communication activities aimed at including the perspectives of communities can play an important role in ensuring that they are involved in their own development.



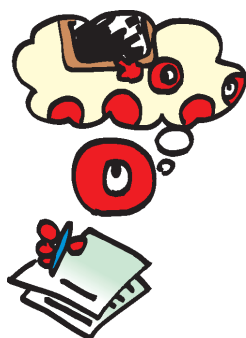
During consultations, partners will discuss and reach agreement to define the specific objectives of the project, including the development objective that the knowledge exchange will support. At this stage, partners must identify the challenges faced to achieve the objectives. If an ILO Decent

22 A relevant example of the positive outcomes that stakeholder consultations bring to international cooperation can be found in the Community of Portuguese Speaking Countries: as a follow-up on the 2013 Ministerial Declaration of Maputo, representatives from the Business Confederation of the Community of Portuguese Speaking Countries and the Confederation of Trade Unions of the Portuguese-speaking Countries, participated in a bipartite technical meeting in August 2013 to discuss the implementation of the Decent Work Agenda in CPLP Member States, with a special focus on combating child labour and coordinating common positions for the Third Global Conference on Child Labour. In the aftermath of this meeting, the social partners of the CPLP signed the Brasilia Bipartite Declaration reaffirming the commitment of workers' and employers' organisations to combat child labour in the CPLP sphere.

Work Country Programme²³ exists for the development partner, stakeholders should use this as a reference framework, as it is an important tool to establish the basis for the project.

The groups of people who need to be involved must have been previously identified. All individuals and/or groups from the partner countries who have relevant and transferable knowledge and experience to share must be involved. After consultations, if the partners agree and depending on the length and nature of the project (for example, it is not necessary to sign an agreement for a one-day study tour or for a short conference), a partnership agreement or a Memorandum of Understanding (MoU) can be signed.

b. Project design

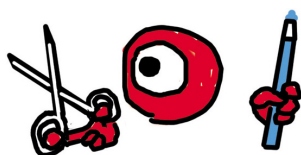


At this stage partners will establish more details and map the processes to be followed to achieve the objectives of the knowledge transfer/exchange. It is very important to bear in mind the specific objectives agreed during the consultations, so that the overall knowledge exchange initiative is aligned with the development goal pursued. This stage must be a participatory process where all partners have a voice. The project design should include background information on the partner countries and the reasons why such cooperation is taking place. The ILO Decent Work Country Programme, if available, must be taken into account to define the inputs, outputs and outcomes of the project.

23 <http://www.ilo.org/public/english/bureau/program/dwcp/>

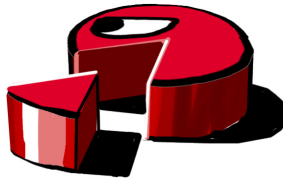
The project design will provide a list of the activities that will be developed, establishing the way in which they will be carried out: the actors who will join each activity, their roles and responsibilities; the steps to follow and expected results should necessarily be described in detail. For this purpose, inputs, outputs and expected outcomes must be established. Prepare a detailed description of the activities and resources dedicated to or consumed by the project (inputs); the volume of work or activities that it is aimed to accomplish and who will be reached through this work (outputs); and finally, the expected benefits for each of the partners during and after implementation (outcomes). Activities must be linked with the objectives previously established. It is important to be flexible with the activities. For example, when addressing complex challenges that include study tours or interactions during multi-stakeholder dialogues, it is very likely that new ideas and different perspectives will emerge and learning activities would need to be adapted in the course of the project.

In addition, the forms of funding need to be contemplated. Expenses depend on the nature of activity but they are mostly related to travel and accommodation, which could be reduced especially if the partners are from the same region. Also, throughout the South-South and triangular cooperation process there are a few other elements which often represent significant cost-saving advantages such as the use of experts, training centres and technologies already available in partner countries.



A time framework will have to be established and followed to ensure the smoothness of the projects. If the cooperation project is to be carried out over a considerable amount of time, the project design must foresee progress reports and deadlines for their preparation.

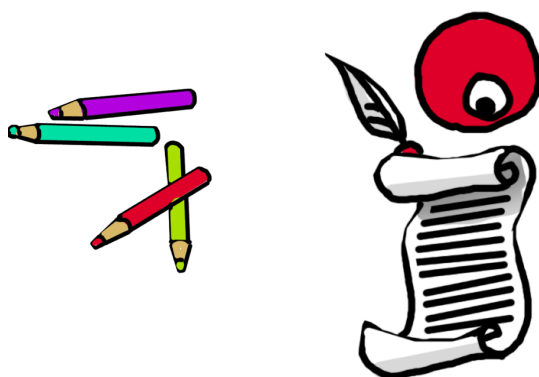
It is also recommended to include a communication strategy in the project design: this is not optional. “Communication for development” strategies, such as issue-focused radio soap operas, advocacy campaigns, mobile telephony to reach remote communities, are examples of activities that could be integrated into the design to maximise the project impact.



c. Implementation, monitoring and evaluation

Once the partners have agreed on the design of the project, they should proceed to its execution. Depending on the activity, they will follow arrangements established during the stakeholders’ meeting on the project design (if existent). During implementation, partners will be mostly acting as facilitators of the learning process. If a new issue arises on which knowledge can be exchanged as part of the same activity, all partners need to have a clear understanding of needs in order to adapt the activities. Partners will need to be very active to overcome any obstacles participants might have in achieving their desired learning outcomes. It is very important to continue documenting the experience. As from here, the majority of the substantial information will arise.

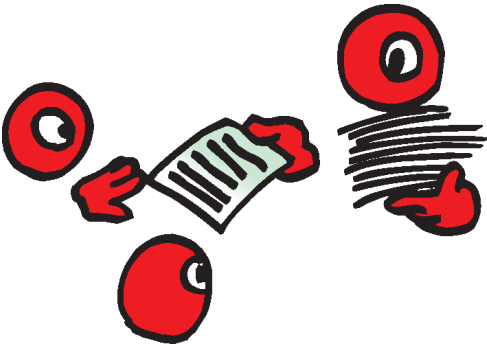
The Monitoring and Evaluation process needs to take place simultaneously with the implementation of the project, and all partners are in charge of it. Stakeholders must be consulted at all stages of the evaluation, including planning, and should be kept informed throughout the process. To be useful, an evaluation must respond to the needs and interests of the stakeholders and provide information that facilitates their decision-making.²⁴



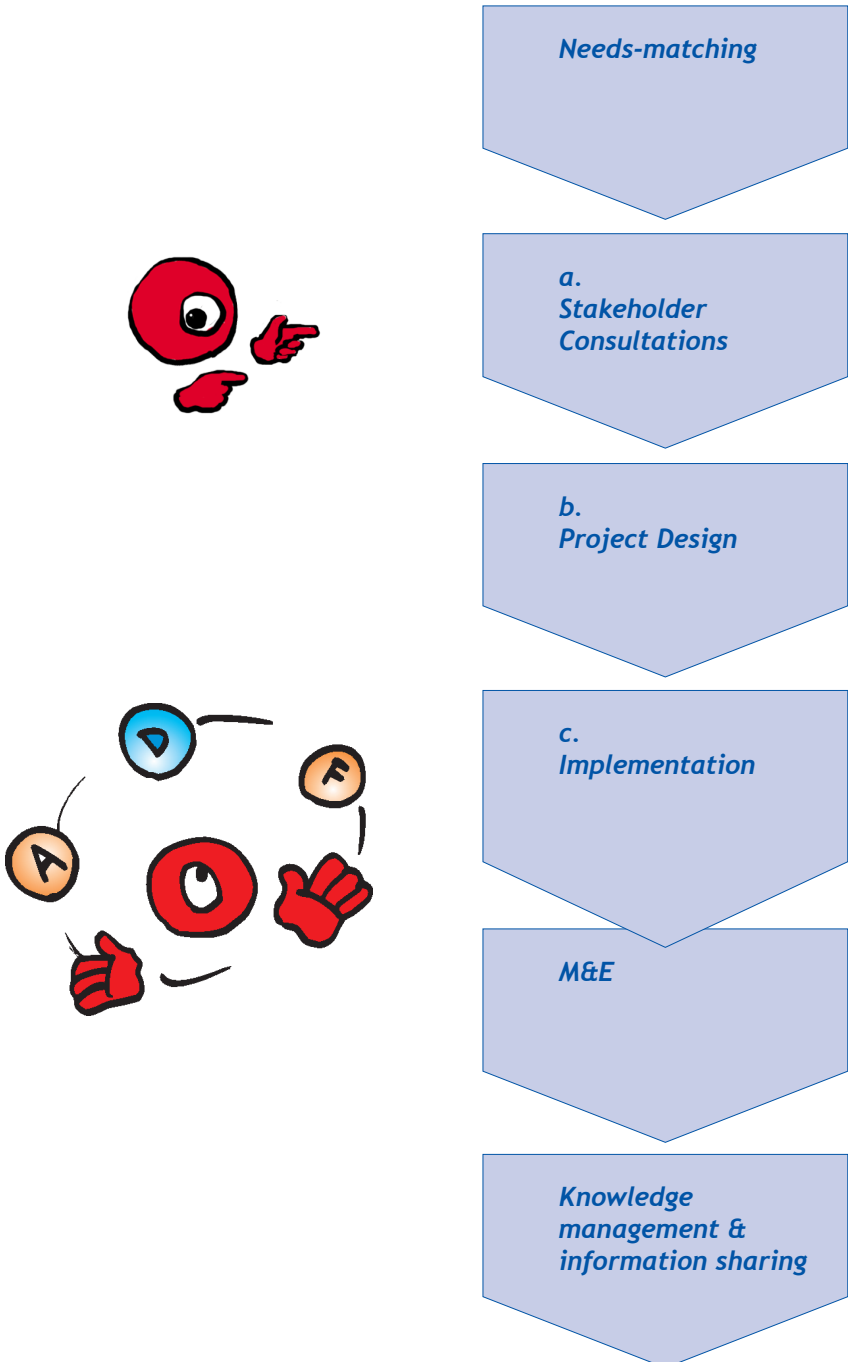
Knowledge management and Information sharing

Knowledge management is a cross-cutting area whose objective is to capture, organise and disseminate the knowledge derived from every step of a South-South and triangular cooperation activity. Data represents facts or values of results and has the potential to attract the attention of key local actors, such as policy makers, to help them learn from the experience and lessons learned of a certain area of cooperation on a continuous basis.

24 ILO Technical Cooperation Manual - Chapter 8



3.4 South-South and triangular cooperation Step by Step

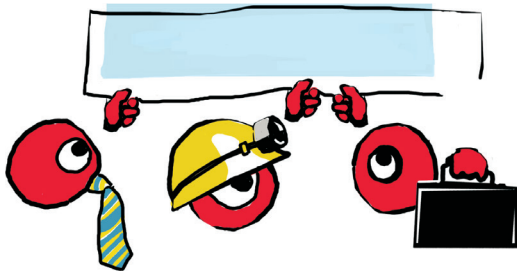


(Table 1)

- *Articulate the development needs*
 - *Match-making mechanisms of the ILO include bilateral and regional/subregional meetings aimed at facilitating information exchanges; the ILO has also released two collections of good practices that can help partners learn from initiatives based on southern solutions that have proven effective in promoting decent work*
- *Workers and employers must be included*
 - *Refer to the ILO's Decent Work Country Programmes to set the basis of the project and define specific objectives that the knowledge exchange will support*
 - *A partnership/cooperation agreement or a Memorandum of Understanding (MoU) can be signed, especially if the activities will be held along several months/years*
- *Partners will map the process to be followed to achieve the objectives of the knowledge transfer/exchange. They will: select the participants; establish inputs, outputs and expected outcomes; select the instruments and activities; define teams, roles and responsibilities*
 - *Linking the project design to the Decent Work Country Programme's outcomes is of utmost importance*
- *Partners will be mostly acting as facilitators of the learning process*
 - *When an unexpected situation arises such as the possibility of exchanging knowledge on an area which had not been previously identified, all partners need to have a clear understanding of the needs in order to adapt the activities*
 - *Implementation is related to the flow of the activities contained in the project and must be documented in detail*
- *All stakeholders must be consulted at all stages of the evaluation and should be kept informed throughout the process*
 - *To be useful, an evaluation must respond to the needs and interests of the stakeholders and provide information that facilitates their decision-making throughout the implementation process*
- *It is very important to demonstrate how the objectives were achieved, how the project contributed to the development goal and why this activity is a good practice for South-South and triangular cooperation*
 - *The dissemination of knowledge plays a key role in boosting South-South Cooperation and international networks*

4. The role of the ILO

Within its respective areas of competence and in line with the Nairobi outcome document in which the High-level Conference requested the UN system to take measures and ensure activities aimed at strengthening South-South cooperation, the Department of Partnerships and Field Support (PARDEV) of the ILO, through its Emerging and Special Partnerships Unit (ESPU) has been engaged in projects involving South-South and triangular cooperation arrangements to address issues such as child labour, social security, employment-intensive investment, and capacity building of constituents.



The ILO acts as an advocate, a knowledge broker, a builder of partnerships and an analyst of the South-South and triangular cooperation of a given country in the context of the Decent Work Agenda. This engagement has taken the form of facilitation of activities to enhance policy dialogue; research, identification and dissemination of good practices; development of web platforms that encourage online knowledge-sharing interactions to keep relevant South-South and triangular cooperation actors up to date; mediation throughout the processes of partnership building; facilitation of knowledge-sharing forums and peer-to-peer learning activities.

The ILO continuously identifies and brings parties together, acting as an advocate for dialogue to help them reach consensus on South-South and triangular cooperation activities. The Emerging and Special Partnerships

Unit (ESPU) is actively engaged in reaching out to South-South and triangular cooperation partners by organising meetings with tripartite constituents during the International Labour Conference, ILO Governing Body sessions, and other major events. These represent an opportunity to start discussions on potential agreements and the creation of networks to promote South-South and triangular cooperation.

The ILO also acts as a knowledge broker and identifies strategic initiatives in the world of work where South-South and triangular cooperation activities would be likely to have a major impact. A very important way to disseminate this information is through the various publications on good practices and through the organisation of knowledge sharing forums such as the annual Global South-South Development Expo. More recently, the ILO has provided assistance to South-South and triangular cooperation activities by facilitating, organising and supporting financially a number of international forums for dialogue on labour issues, such as the 2013 and 2014 sessions of the ILO Academy on Social and Solidarity Economy (SSE), held in Agadir²⁵ and Campinas respectively,²⁶ the conference on the Potential and Limits of Social and Solidarity Economy²⁷ and an international research conference on Assessing Green Jobs for evidence-based policy making.²⁸ These events are forums open to tripartite partners to share their knowledge and experience of the links between South-South and triangular cooperation and specific labour-related topics.

The ILO also has an important role to play in partnership building. In line with outcome 2 of the 2012 revised indicators of the ILO South–South and triangular cooperation strategy, in the case of Memorandums of Understanding and partnership agreements, the ILO identifies possibilities of building partnerships with governments and institutions from the south and prepares individual strategies to implement South-South and

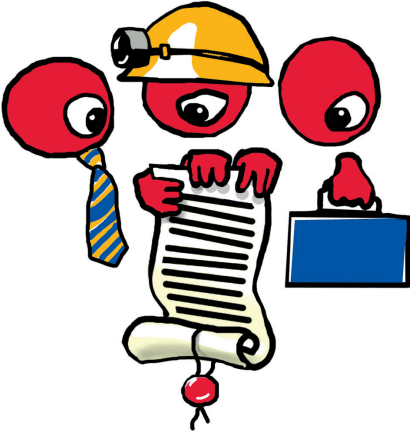
25 <http://socialeconomy.itcilo.org/en/2013-edition>

26 http://socialeconomy.itcilo.org/es/inicio?set_language=es

27 <http://www.unrisd.org/sseconf>

28 http://www.ilo.org/global/topics/green-jobs/events-training/WCMS_230511/lang--en/index.htm

triangular cooperation activities. Constituents can approach the Emerging and Special Partnerships Unit of the ILO by themselves and express their intention of promoting and implementing South-South and triangular cooperation activities.





5. ILO support for South-South and triangular cooperation (Table 2)

Role	Process
Convener / Advocate	The ILO brings tripartite constituents together and acts as a facilitator to set cooperation strategies in the field of labour, under a South-South and triangular cooperation framework.
Knowledge broker	The ILO documents and disseminates a wide range of knowledge in the form of compilation of good practices, knowledge exchange platforms and forums. The main purpose is to link supply and demands.
Partnership builder	The ILO forges inclusive partnerships and sets strategic alliances with the purpose of transferring expertise and providing support to specific labour needs of a given country.
Analyst and Progress monitor	The ILO follows-up and reports on major inter-governmental decisions regarding South-South and triangular cooperation.

6. Do's and Don'ts of South-South and triangular

Do's

a. Stakeholder consultations

- The inclusion of tripartite partners is of utmost importance.
- All partners should be involved since the beginning of the process.
- Consultations should be aligned with development partners' priorities and needs (demand driven) i.e. South-South and triangular cooperation and its agenda must be driven by the needs of the countries of the Global South.

b. Project design

- All partners have a voice.
- If it is a Triangular Cooperation, partners from the North and South need to be simultaneously included.
- Foresee the sustainability of the project
- Structure Knowledge management.
- While following ILO rules, the project design should stress participatory processes.
- Allow for revision during the course of the project.

c. Implementation

- Involve all partners (national, regional partners at the tripartite level).
- Strengthen national capacities in a given theme of the Decent Work Agenda.
- Implementation should be a horizontal learning process where all the partners learn.

d. Monitoring & Evaluation

- Participatory monitoring and evaluation processes in order to assimilate the lessons learned.

Knowledge Management and information sharing

- Countries need to identify the challenges and the areas of opportunity.
- Wide surveys need to be conducted in order to obtain information from partners (governments, employers and workers) civil society, NGOs.
- Create communities to facilitate communication and information transfers. Web platforms need to be periodically maintained and updated.

cooperation (Table 3)

Dont's



- Transform a traditional North-South project into a South-South project.
 - Avoid calling development partners as “donors”: For South-South and triangular cooperation, stakeholders are development partners, neither “donors” nor “recipients”.
-
- Avoid designing projects without consultations with the constituents and other stakeholders of the South-South and triangular cooperation.
-
- Do not confuse triangular cooperation with cooperation between 3 parties: triangular cooperation is South-South-North cooperation, with developing countries in the drivers’ seat.
-
- Avoid evaluation processes which include consultants that do not have knowledge of South-South processes, or who apply the traditional North-South lens to project development.
-
- Do not disseminate knowledge that has not been shared with a wider group of stakeholders.

7. How to identify good practices in South-South and triangular cooperation

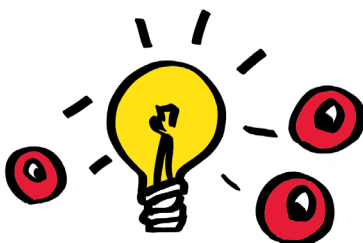
A good practice is a solution which has proven effective to address a particular development concern in a given country and can therefore be effective in another. Good practices can and should of course be adapted to the context to which they are applied. In order to identify a good practice, it needs to fulfil certain established criteria:

1. “Horizontal” dimension of cooperation:

Cooperation between two or more ‘South’ countries that share similar geo-political and socio-economic standings and shared values for the future. Cooperation could be in the form of sharing knowledge, training manpower or replicating proven strategies in similar settings.

Some guiding questions:

- Is this a practice that was allowed to be implemented based on principles of equality and inter-national solidarity?
- One of the principles of South-South cooperation is having horizontal relations of cooperation without conditionality, and based on non-discrimination and information sharing. Was this possible?

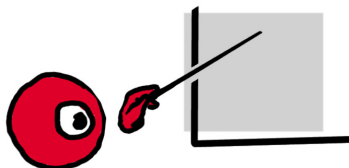


Often Middle income countries (MICS) countries also contribute to Least Developed Countries (LDCs) in development cooperation modalities, which would be similar to traditional “North-South” cooperation. In order to be defined as “South-South cooperation”, the criteria mentioned in the Nairobi Declaration (2009) should be met: principles of demand-driven international solidarity.

2. “Triangular” dimension of cooperation: cooperation between one ‘North’ country and two or more ‘South’ countries. Assistance from the North could be in the form of a financial contribution or technical expertise.

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

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



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



8. Useful resources

Websites

ILO Department of Partnerships and Field Support (PARDEV)	http://www.ilo.org/pardev/south-south/lang--en/index.htm
Meeting point for South-South and triangular cooperation in Social and Solidarity Economy	http://www.sstcsse.net

Publications

South-South Cooperation and Decent Work: Good Practices	http://www.ilo.org/pardev/south-south/WCMS_211770/lang--en/index.htm
City-to-City and South-South and triangular cooperation	http://www.ilo.org/pardev/south-south/WCMS_222208/lang--en/index.htm
A Cooperação Sul-Sul e Triangular na CPLP: boas práticas na proteção social e no combate ao trabalho infantil (Only available in Portuguese)	http://www.ilo.org/pardev/south-south/WCMS_240290/lang--en/index.htm
Global South-South Development Expos: Decent Work Solutions (2010-2013)	http://www.ilo.org/pardev/south-south/WCMS_244336/lang--en/index.htm
PARDEV Newsletter No. 37 - South-South Exchanges on Social and Solidarity Economy	http://www.ilo.org/pardev/information-resources/newsletter/WCMS_212742/lang--en/index.htm
Framework of operational guidelines on United Nations support to South-South and triangular cooperation	http://toolkit.undg.org/uploads/contents/1338317764.pdf

Official documents

South-South and triangular cooperation: The way forward	http://www.ilo.org/gb/GBSessions/GB313/pol/lang--en/index.htm
Revised indicators	http://www.ilo.org/gb/GBSessions/GB316/pol/WCMS_190870/lang--en/index.htm
ILO Technical Cooperation Manual (Currently under revision)	https://www.ilo.org/intranet/english/bureau/pardev/tcguides/tcmanual.htm

Training

Social and Solidarity Economy Academy	http://socialeconomy.itcilo.org/en
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Others

ILO Decent Work Country Programmes	http://www.ilo.org/public/english/bureau/program/dwcp/countries/index.htm
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