

# SOUTH-SOUTH AND TRIANGULAR COOPERATION FOR DECENT WORK

A PEER-LEARNING GUIDE



# FOREWORD

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Several countries, especially emerging economies and developing countries, share similar socio-economic conditions and face the same type of challenges related to sustainable socioeconomic development. Different countries often face common hazards and similar vulnerabilities. The diversity of development experiences and initiatives allows us to draw lessons, identify successful practices and assess their potential for replication. South-South and Triangular Cooperation (SSTC) is a partnership between equals that involves a process of learning or sharing knowledge from effective development initiatives that have been implemented in countries of the Global South.

As reflected in the 2030 Sustainable Development Agenda, SSTC has become a key modality of international development cooperation and an essential instrument for the United Nations Development System. SSTC, by promoting networking, the exchange of successful experiences and technical knowledge among countries, plays a crucial role in achieving the mission of the ILO: decent work for all!

This learning guide aims to introduce SSTC as a tool for socioeconomic development and to achieve the Agenda 2030. It explains in a practical way the definitions, fundamental principles, the process to be followed to implement projects in the framework of such cooperation, and the actors involved. There is also a "Do's and Don'ts" clarify its basic characteristics and apply its principles in practice.

The guide is aimed at a wide audience, including those who are not yet familiar with SSTC and those who want to learn more about the connection between SSTC and the Decent Work Agenda. The ideas in this Learning Guide focus on how SSTC projects have been carried out in the past; they also illustrate the process of engaging ILO's constituents and partners in the realization of the four strategic objectives of the Organization. It also presents examples that illustrate and apply the themes and concepts it presents, allowing the reader to:

- Understand what SSTC is and its contribution to the creation of collaboration and solidarity networks for development.
- Identify the principles, modalities and actors involved in South-South cooperation.
- Understand the modalities and instruments for implementing SSTC, including the differences from traditional forms of cooperation.
- Contextualize South-South cooperation in the context of Agenda 2030 and its role in achieving the Sustainable Development Goals (SDA).
- Recognize the role of SSTC in the ILO for the promotion of decent work

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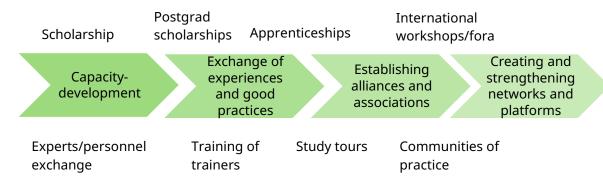
# SSTC: AN INTRODUCTION

# 1. Definitions, mechanisms and principles

Changes in the geopolitical and economic balance of power have brought out the importance of the Global South in the development process and enabled new actors to shape the development agenda. Innovative responses to global challenges are now coming from emerging powers of the South, who are in turn becoming strategic partners for other developing countries. In the spirit of international solidarity, promoting sustainable and decent work for all is central to the ILO's mandate.

South-South Cooperation (SSC) is defined as collaboration between peers, guided by the principles of solidarity and non-conditionality, which aims to implement inclusive and distributive development experiences that are demand-driven and managed by the recipients of the collaboration. South-South and Triangular Cooperation (SSTC) initiatives can be carried out in the form of study visits, development of knowledge-sharing platforms, among others; with the aim of sharing resources and technology or facilitating the transfer of knowledge and experience to develop skills and capacities. This is done between two or more countries of the South and all stakeholders can benefit from the learning process. This cooperation can be implemented at regional, sub-regional and inter-regional levels. With no conditionality, South-South and Triangular Cooperation aims to promote self-sufficiency and strengthen ties among development partners whose characteristics, challenges and areas of opportunity are similar.

Figure 1. Forms and Mechanisms of South-South and Triangular Cooperation



For the ILO, SSTC is based on solidarity among equals and has a multi-stakeholder approach through which everyone learns collectively. The basic principles of South-South and triangular cooperation lead the countries concerned to a higher level of commitment and self-confidence. The fact that cooperation is more aligned with the priorities and needs of development partners is key to ensuring greater sustainability of

projects and programme results. By learning from other countries in the South, countries are more motivated to generate their own solutions, adapt them and replicate them in their own context. In fact, this represents a comparative advantage of South-South and Triangular Cooperation, as it facilitates the collection of good practices that can subsequently be adapted and improved for implementation in a different country.

The Principles of South-South and Triangular Cooperation are:

- Solidarity
- National ownership and leadership
- Mutual benefit
- Non-conditionality
- Complementarity
- Respect for national sovereignty and non-interference in internal affairs
- Demand-driven

In short, South-South Cooperation is based on the positive effects of proximity, whether cultural, economic, political or social, between the countries that practice it. Similar levels of development, challenges, and experiences make good practices from one country highly adaptable to another in the South. Sharing and adapting evidence-based good practices is a cost-effective means of addressing development challenges.

### 2. Modalities and Sub-modalities

There are two development cooperation modalities identified under "South-South and Triangular Cooperation", according to BAPA+40 (2019), namely, South-South and Triangular Cooperation.

South-South cooperation (SSC) is a process by which two or more developing countries pursue their individual and/or shared national capacity development objectives through the sharing of knowledge, skills, resources and expertise, and through regional and interregional collective actions, including partnerships between governments, regional organizations, civil society, academia and the private sector, for their individual and/or mutual benefit within and across regions. South-South cooperation is not a substitute for, but a complement to, North-South cooperation.

Triangular Cooperation refers to South-South Cooperation supported by a partner "from the North". Triangular Cooperation can often involve both a financial contribution from a partner in the North and technical expertise provided by a partner in the South, in support of another developing country. The idea is to bring together the resources and expertise of the parties in activities that follow the principles of horizontality that govern South-South Cooperation. It must therefore be driven by the developing countries

involved and in accordance with their national priorities. South-South and Triangular Cooperation include the following sub-modalities:

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Sub-modality 1: City to City Cooperation (C2C)

The international community recognizes that cooperation among cities is a sub-modality of South-South Cooperation that enables countries of the South and cities of the South to benefit from experiences developed in similar contexts and therefore better adapted to their realities. Cities and local authorities are essential actors in the SSTC, since they are the ones in direct contact with the needs of the population and the ones who implement the public policies that affect them.

## **Example: Maputo Road Map**

Representatives from the cities of Maputo and other Mozambican municipalities, as well as other authorities from Durban, Belo Horizonte and Porto Alegre, met in November 2012, facilitated by the global association United Cities and Local Governments (UCLG) with the support of ILO, the Norwegian Ministry of Cooperation, the Cities Alliance and the local government associations of Mozambique and Brazil. Focusing on municipal markets, the workshop resulted in the "Maputo road map", which highlighted the strategic support needed by cities and their partners to develop a project for South-South collaboration among counterparts, and to build local capacity for efficient implementation. Subsequent exchanges on policy and market management included vulnerable actors (informal vendors), NGOs and government technicians. Click here to learn more.

 Sub-modality 2: Cooperation between Small Island Developing States (SIDSto-SIDS)

Small island developing States (SIDS) are recognized as a distinct group of developing countries facing specific social, economic and environmental vulnerabilities. SSTC support for cooperation between LDCs (Least Developed Countries) and SIDS is a unique form of development cooperation.

## **Example: Pacific Islands Knowledge Sharing Forum on Climate Change (2018)**

A knowledge-sharing dialogue on just transition, decent work and climate resilience was held in Samoa in 2018. The event provided a platform for mutual learning among Pacific islands, which are highly vulnerable to the effects of climate change. An action plan was developed to provide a framework for future collaboration and the establishment of continuous learning. ILO presented this experience at the 2018 Global South-South Development Expo in New York.

# Submodality 3: Fragile-to-Fragile Cooperation (F2F)

It is cooperation between two or more countries in fragile or post-conflict situations. The idea of Fragile to Fragile (F2F) cooperation is: sharing good practices and experiences among fragile states to promote peaceful societies; fragile states placing common issues and objectives on international agendas and forums; supporting each other through exchange programmes and resource mobilisation from one fragile country to another fragile country.

ILO supports the socio-economic development of fragile states by developing its contribution to the new "fragile to fragile" (F2F) technical cooperation strategy through inter-agency mechanisms and South-South and Triangular Cooperation. In March 2014, ILO signed a memorandum of understanding with the G7+, the voluntary intergovernmental organization that brings together countries facing active conflict or with recent experience of conflict and fragility.

## **Example: Empowering cross-border traders of the Mano River Union**

In 2019, the Mano River Union (MRU) received advice on how to develop a tool conducive to cross-border trade, focusing on women entrepreneurs, and to identify good practices on how to effectively implement the tool, both from a regional and national perspective. The 'Simplified Guide for Women Traders and Small-Scale Cross-Border Service Providers within the East African Community' was adapted to the context of the UTM and the pilot experience in Sierra Leone, based on the findings of the situation analysis and the lessons generated through the study tour.

## Sub-modality 4: Regional, Sub-regional, Interregional Cooperation

This is the most common type of cooperation between countries of the South and occurs within the framework of regional (e.g. African Union), sub-regional (e.g. MERCORSUR, Andean Community) and interregional groups or platforms (e.g. Community of Portuguese-speaking Countries, BRICS, IBSA). It is typically based on exchanges of good practices, joint projects (e.g. on issues concerning more than one country, in border areas, etc.), collection and harmonisation of labour statistics and others.

#### 3. Actors involved

South-South and Triangular Cooperation takes a multi-stakeholder approach. Under the tripartite structure of the ILO, governments and workers' and employers' organizations are formally part of the implementation process. Because of this tripartite nature, the ILO has a comparative advantage in this regard and in this context the social partners are given a key role in promoting South-South and triangular cooperation.

South-South and Triangular Cooperation can also include the strengths of international and regional organizations, bilateral agencies, academic institutions, national institutions and other networks. ILO constituents and partners have shown their support for South-South and triangular cooperation and have followed the principles of solidarity and non-conditionality, thus promoting cooperation among developing countries. This partnership between equals is fundamental to the integration of the Decent Work Agenda.

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The involvement of all of ILO's social partners (Governments, workers' and employers' organizations) is of paramount importance. A South-South and triangular cooperation activity must include them from the earliest stage of the process. Along with strengthening the national response capacity and the coordination mechanism, the commitment of the social partners is crucial to the sustainability of actions and results.

## **Social and Solidarity Economy (SSE)**

Solidarity-based economic enterprises can operate through cooperatives, associations and social enterprises, among other types of enterprises, which in several countries have already proven to be capable of contributing to the generation of wealth and the socio-labour integration of various people, including young people and disadvantaged groups. The experts who received a South-South scholarship from ILO for the Academy of Social and Solidarity Economy (Agadir, Morocco, 8-12 April 2013) noted the complementarity between South-South and Triangular Cooperation and the Social and Solidarity Economy as follows 1) South-South partnerships between SSE actors The holders are inclusive. They involve a multi-stakeholder approach that is fundamental to the mainstreaming of the Decent Work Agenda. 2) South-South and Triangular partnerships can strengthen the impact of the Social and Solidarity Economy on national policies.

#### 4. BAPA+40

In March 2019, the Second High-level United Nations Conference on South-South Cooperation was held in Buenos Aires, with the overall theme "The role of South-South Cooperation and the Implementation of Agenda 2030 for Sustainable Development: Challenges and Opportunities". The first Conference on South-South Cooperation, at which the Buenos Aires Plan of Action (BAPA) was adopted, took place 40 years earlier. BAPA+40 provided a new international framework for SSTC, recommendations for its practice and clarified its concepts and terminologies. BAPA+40 succeeded in bringing together several international frameworks on South-South and Triangular Cooperation such as G77+China, Nairobi 2009, Nairobi 2016. All concepts and definitions in this guide follow BAPA+40. Click <a href="here">here</a> to access the BAPA+40 Outcome Document, including the resolutions adopted by the Conference.

# 5. South-South and Triangular Cooperation step by step

# Needs Matching

- Articulating developmental needs
- ILO's matching mechanisms include bilateral and regional/sub-regional meetings aimed at facilitating information exchanges; the ILO has also published two collections of good practices that can help partners learn about initiatives based on Southern solutions that have proven to be effective in promoting decent work.

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#### Stakeholder consultation

- Governments, employers' and workers' organizations should be included.
- The ILO's Decent Work Country Programmes should be consulted to establish the basis of the project and define the specific objectives that the knowledge sharing will address.
- A partnership/cooperation agreement or Memorandum of Understanding (MOU)
  can be signed, especially if the activities will be carried out over several
  months/years.

# Project design

- The partners must map out the process to be followed to achieve the objectives of the knowledge transfer/sharing. That is, select the participants; establish the inputs, outputs and expected results; select the instruments and activities; define the teams, roles and responsibilities.
- Linking the project design to the results of the Decent Work Country Programme is of paramount importance.

# Implementation

- The partners will be acting primarily as facilitators of the learning process.
- When an unexpected situation arises such as the possibility of exchanging knowledge in an area that had not been previously identified, all partners must have a clear understanding of the needs in order to adapt the activities.
- Implementation is the process of running the project and must be documented in detail

#### Monitoring & Evaluation

- All stakeholders should be consulted at all stages of the evaluation and kept informed throughout the process.

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- To be useful, the evaluation should respond to the needs and interests of stakeholders and provide information to facilitate decision-making throughout the implementation process.

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- Knowledge and Information Management
  - It is very important to demonstrate how the objectives were achieved, how the project has contributed to the development objective and why this activity is a good practice for South-South and triangular cooperation.
  - Knowledge dissemination plays a key role in fostering South-South cooperation and international networks.
  - 6. Do's and Don'ts of South-South and Triangular Cooperation

Do's	Don'ts
Needs-mat	tching
<ul> <li>Collecting adequate information that would help to understand thoroughly the issues of each partners, and the resources they are bringing to the cooperation.</li> <li>If the needs match, compatibility between partners should be examined from different perspectives, including culture, language, religion, gender and race.</li> </ul>	Avoid over-looking culturally sensitive contexts.

#### Stakeholder consultations

- All partners, including tripartite partners should be involved since the beginning of the design 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.
- Ensuring a gender balance in stakeholder consultations is key to the SSTC project' efforts of achieving gender equality
- Avoid calling development partners as "donors": For South-South and triangular cooperation, stakeholders are development partners, neither "donors" nor "recipients".

# Project design

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- All partners have a voice, ensuring participatory processes, while following ILO rules.
- If it is a Triangular Cooperation, partners from the North and South need to be equally included.
- Structure Knowledge management based on peer learning.
- Allow for revisions in the design process and adjustments based on evaluations.
- Indicators for evaluation of the quality of SSTC results must reflect SSTC principles as defined in internationally agreed frameworks.
- The design process should be flexible and adaptive to the local contexts and changes that might occur.
- Project design must include a structured Knowledge management system that would allow the revision and replication of SSTC results in the future.

 Avoid designing projects without consultations with the constituents and other stakeholders of the South-South and triangular cooperation.

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# SSTC AND DECENT WORK

# 1. SSTC and the Sustainable Development Goals

After many years of intense negotiations and dialogue, which brought together not only government and civil society actors, but also millions of ordinary people from around the world, United Nations Member States agreed on what the United Nations Secretary-General described as "the most inclusive development agenda the world has ever seen". The Agenda 2030 encompasses the three dimensions of sustainability: economic, social and environmental. It consists of 17 Sustainable Development Goals (SDGs) that build on progress made through the Millennium Development Goals (MDGs). This agenda was formally adopted by world leaders meeting at a special UN summit in September 2015 in New York.

The Agenda 2030 for sustainable development puts people and the planet at its centre and provides the international community with the impetus it needs to work together to address the enormous challenges facing humanity, including those related to the world of work. It is estimated that more than 600 million new jobs will have to be created by 2030, just to keep pace with the growth of the world's working-age population. This represents about 40 million jobs per year. We also need to improve conditions for the 780 million men and women who work but do not earn enough to lift themselves and their families above the \$2 a day poverty line. The importance of decent work in achieving sustainable development is highlighted in Goal 8, which aims to "promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all". This global goal, reinforced by the mention of other aspects of decent work, such as social protection and skills development, included in other proposed goals, is an indispensable response to the concerns of many Governments and the demands of populations in all regions.

The Nairobi outcome document (2009), subsequently adopted by the General Assembly (Resolution 64/222) at the High-level United Nations Conference on South-South Cooperation, recognizes the importance and specificities of South-South Cooperation, reaffirming it as "an expression of solidarity among peoples and countries of the South that contributes to their national well-being, national and collective self-reliance and the achievement of the internationally agreed development goals, including the Millennium Development Goals". SSTC constitutes a complementary path to traditional North-South development cooperation and incorporates the idea that, through a spirit of solidarity, equality and non-conditionality, developing countries can offer sustainable solutions to their own problems at lower costs and with better results. Practices related to triangular

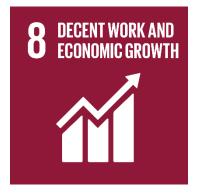
cooperation include the cooperation of one country in the "North" and two or more countries in the "South". Northern aid can take the form of financial participation or provision of technical expertise. Triangular cooperation involves support for "South-South cooperation", and therefore must be "driven" by the developing countries involved and in line with their national priorities. Agenda 2030 reaffirms the role of South-South cooperation (Goal 17). Based on the principles of solidarity and nonconditionality, South-South and triangular cooperation is seen as an approach that is compatible with promoting the Decent Work Agenda in terms of sharing knowledge, experiences and best practices and supporting capacity-building for development, technology transfer, resource mobilization and the formation of international social innovation chains and networks. Over the past 15 years, the ILO has participated in initiatives that have demonstrated the complementarity between the SSTC and the Decent Work Agenda.

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The importance of the southern hemisphere in development processes is clear. New actors are shaping the development agenda and increasingly innovative responses to global challenges are coming from emerging countries, which are establishing strategic alliances with other countries of the South. There is therefore a considerable need for practical clarification regarding the definition of South-South and triangular cooperation, its fundamental principles, the

differences between South-South and triangular cooperation, the process to be followed to carry out projects in a South-South and triangular framework, and the actors to be involved. Furthermore, SSCT is explicitly mentioned in the targets of Goal 17 of the United Nations Sustainable Development Goals ("Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development") as an important tool for implementing Agenda 2030.



The main Sustainable Development Goal (SDA) related to employment creation and decent work is Goal 8: "Promote sustained inclusive and sustainable economic growth, full and productive employment and decent work for all". This overarching goal - reinforced by specific targets related to the provision of social protection, the elimination of forced labour and child labour, productivity growth, youth employment, SMEs and skills development - is an

indispensable response to the economic and social needs of people and governments around the world. However, job creation and decent work are not only objectives, but are also important drivers of sustainable development. Therefore, the work and mission of ILO is crucial to the advancement of Agenda 2030 as a whole.

It is very important to disseminate the understanding of South-South and triangular cooperation globally by focusing on the actors involved and informing them so that they can make it happen. This is another crucial step towards achieving the ODS by 2030. The ODS represent a major challenge for the international community. However, development networks have effective tools to ensure success in achieving the goals. Now more than ever, the South needs to accelerate cooperative efforts to build capacity, increase resilience and mitigate risks.

# 2. South-South and Triangular Cooperation in the ILO

South-South and Triangular Cooperation enables the ILO to leverage its particular advantage, i.e. the experience and knowledge of its tripartite constituents, as an effective means of capacity development, knowledge sharing, experience and best practices, and interregional cooperation, as well as a means of resource mobilization. In this regard, thanks to its tripartite nature and its social partners, the ILO can play a key role in promoting SSTC and its multi-stakeholder approach, as well as provide a useful platform for consensus building and cooperation among developing country actors. Governments, employers and workers of ILO member States constitute the largest network of expertise on the world of work: knowledge that is fundamental to the implementation of its Decent Work Agenda.

SSTC fits well with the ILO's approach. This is why the ILO places special emphasis on South-South and Triangular Cooperation as a means of achieving the organization's objectives: to promote and realize fundamental principles and rights at work; to create greater opportunities for women and men to secure decent income and employment; to enhance the scope and effectiveness of social protection for all; and to strengthen tripartism and social dialogue. The ILO is therefore well aware of the opportunities that this approach offers to development cooperation in the implementation of social justice and the Decent Work Agenda, and of the central position of the SSTC in the achievement of the ILO's mandate and mission.

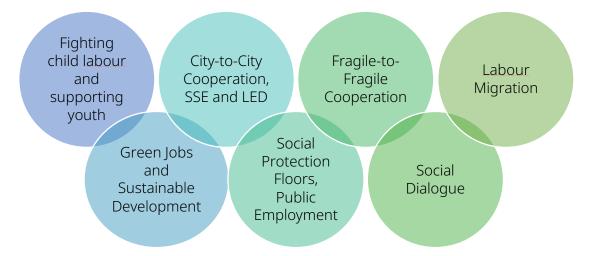
The ILO's Partnerships and External Programme Support Department (PARDEV), through the Emerging and Special Partnerships Unit (ESPU) has been involved in projects with South-South and triangular cooperation components to address issues such as child labour, social security, employment-intensive investment, as well as issues related to the development of constituents' capacities. To know more about the ILO's SSTC projects for 2020-2021, click <a href="here">here</a>.

The ILO acts as a mediator, knowledge broker, alliance builder and analyst of a given country's South-South and triangular cooperation in the context of the Decent Work Agenda. This commitment is implemented through the facilitation of activities to enhance social dialogue; research, identification and dissemination of good practices;

development of web platforms that encourage online knowledge-sharing interactions to keep South-South and triangular cooperation actors up to date; mediation of partnership-building processes; and facilitation of knowledge-sharing forums and peer-learning activities, among others.

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Figure 2. Key SSTC areas in the ILO



#### Role of the ILO:

- Systematization and dissemination of good practices
- Facilitating the exchange of initiatives
- Coordination between partners (including tripartite constituents)
- Promote networks and knowledge-sharing platforms
- Provide technical support
- Support in visibility of results
- Support for development and capacity building

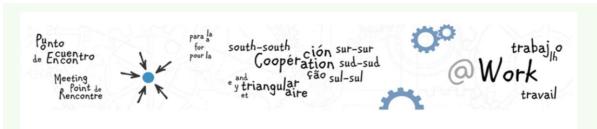
The ILO continuously identifies and brings together parties acting as a promoter of dialogue to help partners reach consensus on South-South and triangular cooperation activities. The Emerging and Special Partnerships Unit (ESPU) works actively to maintain contact with South-South and triangular cooperation partners by organizing meetings with tripartite constituents during the International Labour Conference, the ILO Governing Body and other major events. These moments represent an opportunity to initiate discussions for possible agreements and for 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 can have an important impact. A very important way to disseminate this information is through different publications of good practices and by organizing knowledge-sharing forums, such as face-to-face and virtual forums open to tripartite partners to share their knowledge and

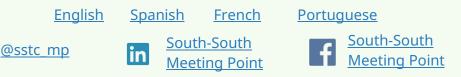
experiences on the links between South-South and triangular cooperation and specific labour issues.

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South-South Meeting Point



The South-South Meeting Point is the online platform of the ILO to share theoretical and practical information on South-South and Triangular and discuss different topics on the world of work with employers' and workers' representatives, governments, academia, civil society and others from the Global South. Click here to access:



Practical case: the Latin America and the Caribbean Free of Child Labour Regional Initiative



The Regional Initiative: Latin America and the Caribbean Free of Child Labour is a commitment by the countries to accelerate the process towards the elimination of child labour. At the same time, it represents an innovative cooperation instrument to consolidate and sustain progress achieved, ensuring the full

exercise of children and adolescents' rights in the region. The Initiative is as catalyst for efforts already underway and a regional tool to enhance the countries' capabilities, creating a multiplier effect. It focuses on five lines of actions, namely developing national child labour policies, strengthening capacity for taking direct action, knowledge generation, policy advocacy, legislation and enforcement and awareness-raising. Uniting forces in a regional SSTC initiative allows countries to:

- Think globally and act locally to make a global impact.
- Promote activities with the highest level of support and political commitment at country level.
- Act together, respecting differences and building trust and solidarity.
- Increase the efficient use of resources to achieve greater impact.

 Jointly address common problems through various national policies, achieving regional results.

- Increase international cooperation flows.
- Generate more detailed information, strengthens national policies and programmes using regionally standardised tools and policy frameworks.
- Comply with binding regulations.
- Exchange experiences.
- Strength social and regional outreach, awareness-raising and stakeholder mobilisation networks, focusing on different audiences and issues.
- Build capacity within the State to provide immediate, relevant responses to the needs of children and adolescents through concrete action programmes.
- Promote, strength and coordinate public-private initiatives, social-responsibility, fairtrade and child-labour-free value-chain networks with the private sector, trade unions and regional bodies.
  - 4. Practical case: South-South exchanges for effective information systems on labour markets in fragile states in Central Africa

Facing significant challenges to address decent work deficits and perform labour market analysis, the Central African Republic (CAR), the Democratic Republic of Congo (DRC) and the Republic of the Congo took part in project that promoted a study-tour to Mali to promote exchanges in experiences and knowledge. The project took a delegation of constituents from the three Central African countries in a study-visit to learn from the experience of the "Observatoire National de l'Emploi et da la Formation" (ONEF), the Malian employment observatory. The project was supported by the ILO Office and Kinshasa and also brought together the Economic Community of West African States (ECOWAS) and the Economic Community of Central African States (ECCAS).

This activity strengthened the capacities of countries involved and provided them with the tools to set up their own employment observatories, especially in the context of crises. It focused on promoting regional integration (through the Africa Network of Employment and Training Observatories), and was based on a participatory approach, including a country-level tripartite consultation group in each country. At the end of the trip an action plan was prepared by each country with specific dates for a return trip, the start of studies for the observatory, the validation of studies with the participation of Mali through the ONEF, and the search for financing from development partners to set up observatories in the countries. The study tour also strengthened cooperation between two community bodies: ECOWAS and ECCAS (with different levels of knowledge and experience on employment observatories) and enabled countries to improve their policies and devise strategies for establishing and financing observatories of their own.

5. Practical case: Promoting a decent work approach to crisis response and recovery: SSTC initiative between Lebanon, Jordan, Turkey and Iraq

In 2015, the ILO organised a workshop in Istanbul entitled *Regional Dialogue on Labour Market Impact of the Syrian Refugee Crisis*, in recognition of the patent importance of fostering dialogue amongst countries hosting Syrian refugees around challenges faced and appropriate policy responses. The workshop provided an excellent forum for tripartite constituents to exchange views and experiences on the challenges faced in addressing impacts on local labour markets, to examine potential options for developing appropriate policies and to draft recommendations for each key group, which will have to be re-assessed in light of past achievements.

Since the workshop, the ILO has made significant progress and achievements towards promoting decent work amongst Syrian refugees and host communities in Jordan, Lebanon, and Turkey. It has also faced a number of challenges along the way, responding to which has helped in adapting and redesigning its initiatives. The important lessons yielded during this period can further hone and optimise the expansion of the Syrian response programme to local contexts and challenges. These lessons are also invaluable for the ILO and its constituents in improving the efficiency of recovery programmes in Iraq and other conflict and post-conflict settings.

Over three years since the Istanbul workshop and more than five years into the roll-out of its Syrian crisis response strategy, it was timely for the ILO to convene with the tripartite constituents of Jordan, Lebanon, Turkey, and Iraq in order to follow on from the 2015 Istanbul workshop. In this context, at the end of January 2019, an SSTC initiative aimed at assessing achievements, key challenges, and lessons learned with regard to the promotion of decent jobs for refugees and host communities was launched. The first component of the SSTC initiative was a study tour organised in Turkey to visit the various project sites there, including the first women-only centre, which functions as a one-stop shop for Syrian refugee and host community women. The study trip to Turkey served as a platform to exchange knowledge, experiences, and good practices experiences on how to promote decent work, as well as to discuss approaches to job creation in crisis settings. A second study tour took place in 2019, followed by a regional workshop, allowing participants to further discuss achievements and lessons learned and exchange experiences on the promotion of decent work.

6. Practical case: Peer-learning on employment policies in the Western Balkans

This peer-learning project t aimed to improve awareness of shortcomings in the design and implementation of active labour market policies (ALMPs) for the most vulnerable among employment policy practitioners in Western Balkan countries, including Albania, Bosnia and Herzegovina, North Macedonia, Montenegro and Serbia.

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The project helped secure more practical support by government for disadvantaged groups and contributed to the realization of SDG 8 on decent work and inclusive growth. The project brought together public employment agency staff from five countries for a peer learning exchange which facilitated the knowledge and experiment sharing, expert guidance, and support from peers who have learnt from their failures and successes. This cross-country transfer of good practices among countries in the region ensured that no country would have to address the development challenges alone. The ILO first helped countries identify issues and provided recommendations on improving the design and implementation of ALMPs for Western Balkan countries, and then organized a peer-learning event to facilitate knowledge sharing.

The ILO technical team supported practitioners from the public employment agencies of Albania, Bosnia and Herzegovina, Kosovo, 7 North Macedonia, Montenegro, and Serbia to peer-review their practices related to adult training, traineeship, self-employment programmes, and other services for disadvantaged clients. Representatives of the employment services from Portugal, Ireland, and Austria also brought their knowledge and expertise to the table. During the programme participants become aware of shortcomings in inclusiveness and committed to ending them. Thanks to the ILO programme, participants have become familiar with the peer learning approach and contributed to the formulation of concrete policy recommendations for each delegation.

The two-day peer learning event (June 2018) comprised an expert meeting, a peer learning exchange meeting, and a high-level meeting. The expert meeting involved practitioners of national public employment services (PES) and discussed the technical review and policy recommendations stemming from the peer learning exercises held in October 2017 and April 2018. The peer learning exchange meeting involved representatives from Austria and Ireland and offered an opportunity for PES practitioners of the Western Balkan countries to discuss the experiences of Ireland's First Steps programme and of Austria's Youth Guarantee Implementation Plan (for all young people under the age of 25 years). The high-level meeting provided a platform for national representatives of the ministries of labour from the Balkans to discuss the valuable experiences shared by Austria and Ireland. The event was of great value in helping Balkan countries develop an inclusive labour market, and in reinforcing South-South development cooperation between members in the region.

7. Practical case: Global Initiative to Improve Occupational Safety and Health for Young Workers

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The SafeYouth@Work Action Plan aims at improving safety and health for young workers by proposing key actions to be implemented by governments, employers and workers and their organizations, young people, and youth organizations. The Plan organizes action in five priority areas: compliance, data and research, education and training, advocacy, and networks. It provides a framework for cooperation among all interested parties and South-South exchanges to promote safe and secure working environments



for all workers, including young workers. The SafeYouth@Work Action Plan has been developed under the framework of the ILO Global Action Programme on Occupational Safety and Health (OSH) flagship programme, which aims to reduce the incidence of work-related deaths, injuries and diseases.

The Action Plan was developed starting at the XXI World Congress on Safety and Health at Work in September 2017. The ILO SafeYouth@Work Project organized a cross-generational and multi-national exchange among OSH experts, policymakers, employers' and workers' representatives, young workers, and youth organizations on the subject of OSH vulnerability of youth. Approximately 125 Youth Champions, representing a wide range of regions and backgrounds, were invited to participate in the event, providing them with basic OSH knowledge, giving them a voice in the development of the SafeYouth@Work Action Plan, and promoting peer-to-peer learning. Over the next six months, further consultations to gather inputs for the Action Plan were undertaken with governments, employers' organizations, workers' organizations, OSH experts, and young people during multiple congresses and conferences in Europe, Asia and Latin America. These consultations were further supplemented by recommendations received from youth and other stakeholders via an online platform.

More than 670 inputs were collected and considered for inclusion in the Action Plan. A tripartite-plus Drafting Committee comprised of Youth Champions, OSH and hazardous child labour experts, and representatives of employers and workers put the inputs together and finalized the Action Plan. The result of these efforts, representing extensive consultations, was launched as the SafeYouth@Work Action Plan. The Action Plan methodology actively incorporated Southern demands for cooperation, capacity and innovation on OSH.

# ADDITIONAL RESOURCES

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South-South and Triangular Cooperation: The way forward. The paper reviews the evolution of the concept of South-South and triangular cooperation within the framework of the United Nations and ILO systems and proposes an ILO strategy to promote SSTC. <u>Click here to access</u> (available in English, Arabic, Spanish and French).

How-to-Guide on South-South and Triangular Cooperation for Decent Work. This guide explains in a practical way the definitions, the fundamental principles, the process to be followed to implement projects in the framework of such a cooperation and the actors involved. <u>Click here to access</u> (available in English, Spanish and French).

Academy on South-South and Triangular Cooperation: a Decent Work Overview. The document provides an overview of the modules presented at the Academy on South-South and Triangular Cooperation held in Turin from 11 to 15 July 2016. Click here to access (available in English, Arabic, Chinese, Russian, French, Spanish and Portuguese).

ILO South-South and Triangular Cooperation and Decent Work: Recent Developments and Future Steps. The document reports on the implementation of the ILO Strategy on South-South and Triangular Cooperation (adopted in 2012) and proposes future actions. Click here to access (available in English, French and Spanish).

How-to-Guide to South-South and Triangular Cooperation and Decent Work. This revised version of the 2014 guide integrates recent developments in new SSTC initiatives at the ILO, as well as other international frameworks on SSTC, in particular BAPA+40 (2019). Click here to access (available in English, French, Spanish and Portuguese).

Compilation of Decent Work Good Practices in South-South and Triangular Cooperation: on the Road to BAPA+40 and Beyond. This compilation of good practices presents exemplary cases of South-South and triangular cooperation for Decent Work. Click here to access

For more resources, access the South-South Meeting Point Library <u>here</u>.