International Labour Organization

BRICS South-South good practices compilation

A skills perspective

Good practice 1

Author's name: Nyaniso Qwesha (MBA)
Institution: Independent Governance, Finance and Monitoring & Evaluation Professional, South Africa
Title of South-South and triangular cooperation (SSTC) good practice: Strengthening Human Capital Through South-South Cooperation: India, Brazil and South Africa (IBSA) Knowledge Exchange Model
Countries involved: South Africa, India and Brazil

South-South objective	The initiative strengthens human capital development through knowledge exchange, institutional cooperation and mutual learning among developing countries. It responds to unequal educational opportunity, weak foundational skills, youth unemployment and the gap between education and labour market needs. Through the IBSA framework, India, Brazil and South Africa share policy experience, technical expertise and implementation practice. The aim is stronger education systems that support lifelong learning, employability and inclusive economic participation, built on locally owned solutions rather than externally imposed models.
South-South cooperation between institutions and countries to achieve the objectives	The IBSA Dialogue Forum links the governments of India, Brazil and South Africa through ministerial engagement, technical working groups and institutional exchanges. South Africa's Department of Basic Education has worked with Brazilian and Indian counterparts on foundational learning, with education officials, technical experts and development partners contributing to policy dialogue. Separately, the United Nations Office for South-South Cooperation hosts the IBSA Fund, which finances development projects in other Global South countries. Together, these arrangements show how government leadership, technical cooperation and multilateral support can reinforce one another.
Effectiveness of the South- South / peer learning methodological approach	The approach combines technical exchanges, comparative policy learning and joint identification of implementation priorities. In August 2026, South African education officials took part in a technical learning exchange with Brazil on practical ways to improve foundational literacy and numeracy. In October 2026, a trilateral meeting of South Africa, India and Brazil agreed shared priorities for cooperation. Each country took part as an equal contributor, adapting lessons to its own context. The demonstrated achievement is agreement on common priorities and institutional commitment. Effects on learning outcomes have yet to be evaluated.
Innovation	The innovation lies in treating Global South countries as equal producers of development knowledge, not recipients of external expertise. The cooperation combines comparative evidence, policy dialogue and implementation experience to

	find locally suitable solutions. The proposed IBSA Foundational Learning Network would give this a sustained mechanism, covering teaching, language, early learning and delivery systems. It matters for skills development because strong foundational education underpins vocational training, entrepreneurship and digital literacy. Its distinctive value is linking policy learning to institutional accountability and delivery.
South-South sustainability	Sustainability rests on institutional ownership, predictable financing, continued technical cooperation and systematic measurement of results. The IBSA framework is an established platform, and the proposed Foundational Learning Network would extend it. Lasting success will need clear institutional responsibilities, shared performance indicators, regular peer reviews and integration of proven practices into national education systems. Public financing should remain central, complemented by development partners and philanthropy. Monitoring and evaluation must show whether cooperation improves educational quality and access.
South-South adaptability	Other BRICS members, African countries and developing economies facing similar education and skills challenges could adapt this model. Adaptation requires government commitment, institutional partnerships, reliable baseline data and sensitivity to local conditions. Countries should identify shared challenges, document proven interventions, hold peer learning exchanges and set up implementation monitoring. The approach could also inform cooperation among TVET institutions, industry bodies and entrepreneurship support organisations. Practices should be tested in context, since the same intervention will not necessarily produce the same results elsewhere.
South-South result	The IBSA cooperation framework has produced identifiable institutional results: 1. In August 2026, South Africa held a technical learning exchange with Brazil on foundational learning. 2. In October 2026, South Africa, India and Brazil agreed four priority areas: quality early learning, teaching and language, comparable evidence, and delivery and sustainability. 3. The three countries expressed support for an IBSA Foundational Learning Network. 4. Beyond education, the IBSA Fund reported 53 projects across 43 countries by September 2026, with cumulative contributions of about US$58.8 million. These results show institutional mobilisation and potential for scaling. They do not yet show measurable gains in employment or learning outcomes attributable to the 2026 exchanges.

Contact details	Author: Nyaniso Qwesha (MBA) Country: South Africa Email: nyaniso2002@gmail.com Institutional reference: South African Department of Basic Education Official website: https://www.education.gov.za IBSA Fund Secretariat: United Nations Office for South-South Cooperation Website: https://unsouthsouth.org/ibsafund/
Funding sources	The IBSA framework is supported through the participating governments' institutional arrangements. The separate IBSA Fund receives contributions from India, Brazil and South Africa and supports approved projects with United Nations implementing agencies and national institutions. The 2026 foundational learning exchanges form part of the countries' technical cooperation activities. Activity level budgets are not publicly documented
Materials and web-links	1. South African Department of Basic Education: IBSA Technical Meeting on Quality Foundational Learning, October 2026. 2. South African Department of Basic Education: Technical Learning Exchange to Brazil, August 2026. 3. Government of South Africa: India, Brazil and South Africa Dialogue Forum. 4. United Nations Office for South-South Cooperation: IBSA Fund project portfolio and development results.

Good practice 2

Author's name: Yannick Alexia Gnaman
Institution: Agence Emploi Jeunes (Public Employment Service of Côte d'Ivoire)
Title of South-South and triangular cooperation (SSTC) good practice: South-South Cooperation on labour migration : Côte d'Ivoire, Morocco and Senegal exchange good practices
Countries involved: Côte d'Ivoire Morocco, Senegal

South-South objective	The initiative aims to develop a practical collaboration between Morocco, Senegal and Côte d'Ivoire, on labour migration issues.
South-South cooperation between institutions and countries to achieve the objectives	Who are the institutions : DGIE, DGSE, DGME Implementation agencies : Agence Emploi Jeunes, ANPEJ, ANAPEC Development partners : GIZ How do they interact? : Workshops, and direct exchanges on their good practices on labour migration governance What countries are represented in this initiative : Côte d'Ivoire Morocco, Senegal

Effectiveness of the South- South / peer learning methodological approach	This is a new and ongoing cooperation project. The methodology adopted, is to have bilateral and trilateral workshops ; in-person mission and to sign MoU between the three countries.
Innovation	We have in one partnership 3 countries, with different level in managing labour migration issues: • Morocco : high experienced country (almost 25 years of experience) • Senegal : middle experienced country, many similarities with Côte d'Ivoire • Côte d'Ivoire : low experienced country managing international labour mobility and reintegration of return migrants
South-South sustainability	**Elements That Make the Good Practice SustainableInstitutional Integration & South-South** • **Dialogue:** Instead of operating as an isolated, temporary intervention, POMIRE builds on structural **regional integration** among the six partner nations (Morocco, Côte d'Ivoire, Guinea, Mali, Senegal, and Tunisia). By routing practices through established bodies like the Policy Center for the New South (PCNS) and local employment ministries, the project embeds its frameworks directly into national policies. • **Public-Private Ecosystem Strengthening:** The program doesn't just fund individuals; it reinforces the support structures around them. By bridging public institutions with private business incubators (such as Bond'innov managing the entrepreneurship tracks), it upgrades the local business environment to support future generations of founders. • **Leveraging Existing Remittances & Social Capital:** Rather than introducing fragile external financial instruments, POMIRE capitalizes on the enduring, organic link between the African diaspora and their home countries. By redirecting structural diaspora funding into productive, job-creating local micro and small enterprises (MPEs), it shifts the dependency from casual financial relief to viable economic autonomy. • **Inclusivity Targeting Long-Term Resilience:** Focusing heavily on the inclusion of **women and youth** (requiring at least 40% female-led projects) creates structural social resilience. Empowering these demographics guarantees a diversified economy that

	can withstand shifting local market dynamics. **How the Practice Can Last Over Time (The Path Forward)** To ensure these initial 36-month frameworks remain self-sustaining long after the GIZ and European Union financing cycles conclude, the implementation relies on three main strategies: 1. **Autonomous Knowledge Transfer & Local Mentorship:** The initial cohorts of 150 entrepreneurs undergo meticulous business development, legal, and financial coaching. These beneficiaries are trained to step into future mentorship roles, transforming the project into a self-perpetuating, community-driven business network. 2. **Transitioning to Sustainability-Linked Financial Models:** To ensure long-term funding, the frameworks established can gradually morph into co-financing digital platforms (similar to parallel tools like WIDU.africa). These blend diaspora investment with institutional grants or commercial banking credit lines that survive long past the initial project deadline. 3. **Formalizing Policy Harmonization:** Over time, the four cross-border working groups validated during the Rabat kick-off (Cooperation, Entrepreneurship, Employment, and Media) are designed to draft unified regulatory frameworks. When regional laws align to ease diaspora investment, the "good practice" naturally transitions into the standard legal way of doing business across the region.
South-South adaptability	**South-South adaptability** relies on scaling POMIRE's multi-stakeholder model to other developing corridors. **Possibilities for extension:** The practice can expand to regions with high remittance inflows, such as Latin America or South Asia, or to additional African countries seeking to convert diaspora capital into productive SME growth. **Conditions for adaptation:** • **Political Will:** Partner countries must share a mutual strategic interest in regional integration and formalized migration policies. • **Ecosystem Maturity:** Local business incubators must exist to handle technical training. • **Trusted Intermediaries:** Secure financial systems and trusted diaspora networks are essential to channel investments safely.

South-South result	This is a new and ongoing cooperation project. The results are yet to come
Contact details	Mr Christoph ESSOH (For POMIRE in Côte d'Ivoire) christophe.essoh@giz.de
Funding sources	The project is funded by GIZ
Materials and web-links	https://www.policycenter.ma/publications/valoriser-les-potentiels-des-diasporas-la-cooperation-sud-sud-en-afrique-conclusions https://www.eeas.europa.eu/delegations/morocco/pomire-sud-sud-valoriser-les-potentiels-des-diasporas-la-coop%C3%A9ration-sud-sud-entrepreneuriat-et_fr

Good practice 3

Author's name: Dr. Padmavathi Shenoy
Institution: SELCO Solar Light Pvt Ltd, Bengaluru, India
Title of South-South and triangular cooperation (SSTC) good practice: South-South and triangular cooperation (SSTC) good practice: Empowering Community Eye Care Institutions in the Global South through Collaborative Consulting Practice
Countries involved: Africa, Asia (India, Bangla Desh, Nepal, Srilanka) and Latin America

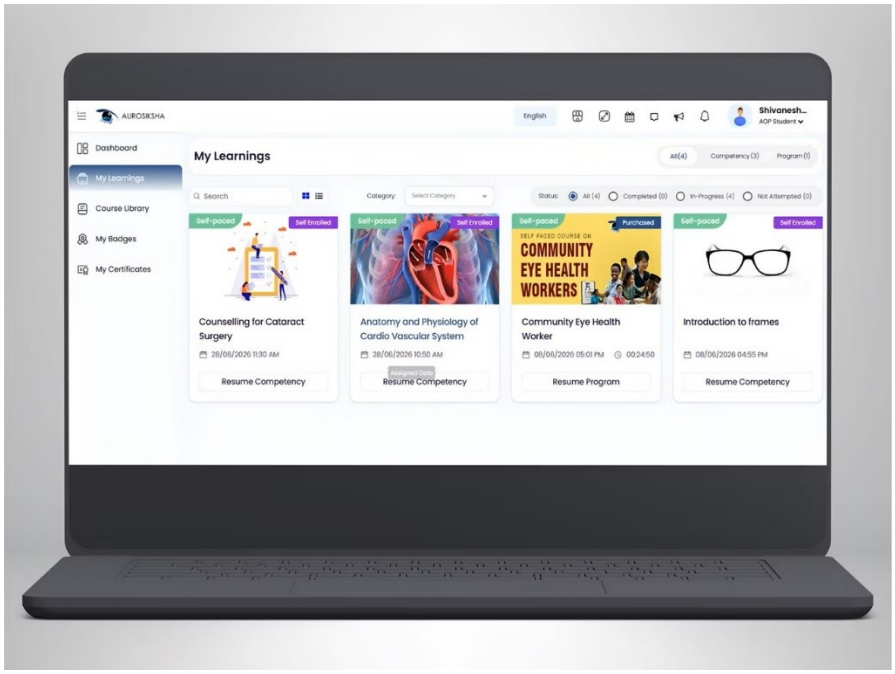
South-South objective	Lions Aravind Institute of Community Ophthalmology (LAICO)'s collaborative consulting service for community eye hospitals aims to contribute to WHO's aim of eradicating needless blindness in developing nations. Spefiically, it helps to optimise resource utlisation in community hospitals and addresses shortage of skilled ophthalmic personnel. The primary objective of this initiative is to build sustainable, high-volume eye care infrastructure across the Global South via knowledge sharing and upskilling services to LAICO's recipient eye hospitals facing similar socio-economic and healthcare challenges.
South-South cooperation between institutions and countries to achieve the objectives	LAICO (India) acts as the primary knowledge hub for recipient eye hospitals in developing nations across Africa, Asia, and Latin America. The structure of tripartite cooperation involves - international partner NGOs (such as Seva Foundation or Lions Clubs International), which provide funding and

	logistical facilitation, LAICO as consulting expert and community eye hospitals of developing nations as recipients. The NGO Partners nominate the recipient hospitals from partner countries. LAICO consultantants interact with the strategic and operational teams of hopitals to create financially-sustainable, affordable, community eye care service delivery model.
Effectiveness of the South- South / peer learning methodological approach	LAICO's collaborative consulting model utilizes a highly participatory collaborative knowledge exchange series and peer-to-peer mentoring. Rather than a typical top-down training/consulting approach, multi-disciplinary teams (surgeons, nurses, and administrators) from partner hospitals travel to LAICO to directly observe the high-volume workflows at Aravind Eye Hospital (parent organization). Together, they co-create customized, context-specific vision and strategic roadmap for impart affordable services in financially viable manner. LAICO experts provide virtual monitoring and on-site support over 3 years period to ensure effectively implementation of the roadmap through rigorous monitoring and path-corrections.
Innovation	The core innovation of LAICO's collaborative consulting practice lies in transferring Aravind's own financially self-sustaining affordable eye care service delivery business model, rather than just technical skills. Aravind focuses on operational efficiency, assembly-line surgical protocols, task-shifting to mid-level ophthalmic personnel and cross-subsidisation of service fee. This unique approach allows achieving high surgical volumes and rigorous quality assurance at low cost, proving that quality healthcare can be sustainably delivered in resource-constrained countries.
South-South sustainability	LACIO's collaborative consulting practice is sustainable because it helps community eye hospitals to learn financially self-sustainance through economies of scale. Institutionally, LAICO's consulting focuses on building local leadership, developing standardized operational protocols, and fostering a culture of continuous quality maintenance. It also demonstrates implementing the cross-subsidy model through which hospitals learn to use revenue from paying patients to cover the costs of poor patients (who pay no/or subsidized fee).These aspects ensure that the hospital remains self-sufficient long after the formal consulting concludes.
South-South adaptability	LAICO's collaborative consulting model is highly adaptable, having been successfully replicated in 400 hospitals across 29 countries. The conditions required for adaptation are - a high regional burden of needless blindness (such as cataracts), a willingness of hospital leadership to adopt standardized, efficiency-driven operational protocols, and local clinical regulations that allow for task-shifting to allied ophthalmic personnel. The operational principles can be customised to diverse socio-cultural and regulatory contexts.

South-South result	Through LAICO's collaborative consulting model, partner hospitals achieve changes in their core service delivery. • Increase in surgical volume - 70% -100 % increase in surgeries/year within 24 months. • Significant improvements in surgical quality (updating to latest intra-ocula lens technology from aphakic surgeries) and quality of life (QoL) of patients through standardized clinical protocols. • Transition from donor-dependent funding to long-term financial self-sustainability through the cross-subsidy approach (50:50 or 60:40 contenxtualised model) • Enhanced capacity of para-medical and administrative staff through continuous peer learning.
Contact details	Ms. Dhivya Ramasamy Executive Director – LAICO **Email:** dhivya@aravind.org **Phone Numbers:** +91 452 435 6500/ +91 452 435 6100 https://www.linkedin.com/in/dhivya-ravilla-ramasamy-6944a332/ **Website:** https://laico.org/
Funding sources	The capacity-building programs and consulting visits are typically funded through a mix of self-funding by the participating hospitals and grants from international development partners, such as specific funding NGO if applicable, e.g., Seva Foundation, CBM, or Lions International or developmental funds. The success of the consulting pratice itself relies on the revenue generated locally via the cross-subsidy model.
Materials and web-links	LAICO's consulting process details: https://www.laico.org/consultancy https://www.laico.org/allied-ophthalmic-personnel Outreach Eye Camp Management Manual https://aravind.org/wp-content/uploads/2019/05/How-to-organise-a-camp.pdf Allied Opthalmic personnel Capacity Building Resources https://www.laico.org/allied-ophthalmic-personnel Global Vision 2020 - Handbook on equipping (secondary) hopsitals https://www.laico.org/_files/ugd/067619_c988304fa3df46f9b8db00d1df28e3f6.pdf Manual of Planning (Tertiary) Eye Care Services https://73d37d48-d527-4a2a-94d8-74c43fce3e0d.filesusr.com/ugd/1bf8eb_fc54cd5c07af42238ee40f9b653e5887.pdf Guideline for the Comprehensive Management of Diabetic Retinopathy in India https://73d37d48-d527-4a2a-94d8-74c43fce3e0d.filesusr.com/ugd/

	1bf8eb_5e4bfae0c03445c38a0cbcfaef3eb2a0.pdf





Good practice 4

Author's name: Samaneh Amirshahi
Institution: Faculty of Economics and Political Science, Shahid Beheshti University, Tehran, Iran

Title of South-South and triangular cooperation (SSTC) good practice: South-South Trade Integration and Labour Reallocation across Sectors: Evidence from Iran's Cooperation with BRICS, SCO and EAEU

Countries involved: Iran, with partner economies of BRICS (e.g., Brazil, Russia, India, China, South Africa), the Shanghai Cooperation Organisation and the Eurasian Economic Union (e.g., Russia, Kazakhstan, Belarus, Armenia, Kyrgyzstan)

South-South objective	Iran is deepening economic cooperation with BRICS, the SCO and the Eurasian Economic Union. Lower tariffs and easier trade with these Global South partners will reshape Iran's production structure, but there is little evidence on which sectors and which workers will gain or lose jobs. Without this information, training institutions cannot prepare the workforce in time. The initiative aims to provide forward-looking skills intelligence: to anticipate how South-South trade integration changes labour demand by sector and by skill level (skilled and unskilled workers), so that skills and training policies can be planned before structural change happens.
South-South cooperation between institutions and countries to achieve the objectives	The initiative is a doctoral research project at Shahid Beheshti University (Tehran), supervised by Dr. Mahdi Yazdani. It uses the GTAP database, a global network that combines harmonised economic data from many countries, including all BRICS, SCO and EAEU members. The analysis models Iran together with its partner countries in each bloc, so that trade flows and their effects on employment are assessed jointly for all countries involved. Results are shared with academic partners and international research conferences to support peer exchange between researchers and policymakers in Global South countries.
Effectiveness of the South- South / peer learning methodological approach	The project uses a computable general equilibrium (CGE) model (GTAP) to simulate several tariff-reduction and trade-facilitation scenarios for each bloc. The model traces how trade changes move through production, employment and wages in each sector, separately for skilled and unskilled labour. Comparing the three blocs side by side shows which form of South-South cooperation brings the largest benefits and the lowest labour market costs. The approach is horizontal: the same data and method apply equally to all partner countries, which allows researchers in other Global South countries to replicate and compare results.
Innovation	The initiative links trade policy and skills policy, two areas that are usually planned separately. Instead of looking only at past labour market data, it anticipates future skill needs from planned trade agreements. It also compares three different South-South blocs within one framework and shows effects on the skill gap, not only on total employment. This makes it useful for any developing country that is negotiating or joining a regional or South-South trade arrangement and wants to know in advance which skills will be in demand.
South-South sustainability	The method relies on the GTAP database, which is updated regularly and covers almost all countries, and on standard modelling software used in many universities and ministries. Once built, the model can be updated with new data and new

	policy scenarios at low cost. The results are being published as academic papers and a doctoral dissertation, which keeps the knowledge available over time and allows other researchers and institutions to build on it.
South-South adaptability	The approach can be extended to any Global South country that participates in BRICS, the SCO, the EAEU or other South-South arrangements. The main conditions are: access to the GTAP database, a national input-output table with labour data by skill level, and trained researchers in CGE modelling. Cooperation between universities, ministries of labour and training institutions would help turn the results into practical training plans. Regional workshops or joint research between partner countries could support adaptation to different national contexts.
South-South result	Preliminary results show that tariff liberalisation with BRICS and the SCO shifts labour out of manufacturing and into services and energy sectors. Under full BRICS liberalisation, manufacturing employment falls by about 1.9% for skilled and 1.4% for unskilled workers. Real wages of skilled workers rise more than those of unskilled workers in almost all sectors, which widens the skill wage gap. Effects of EAEU integration are very small. These findings indicate that South-South trade integration should be accompanied by retraining for manufacturing workers and by training that helps unskilled workers move into expanding sectors.
Contact details	Samaneh Amirshahi Email: amirshahi.samane@gmail.com LinkedIn: www.linkedin.com/in/samanehamirshahi
Funding sources	The research is carried out as part of doctoral studies at Shahid Beheshti University and is self-funded.
Materials and web-links	Doctoral dissertation chapter on the effects of joining BRICS, SCO and EAEU on economic growth and employment in Iran's economic sectors (in progress)

Good practice 5

Author’s name: Arpon Dhar
Institution: Bangladesh Free Trade Union Congress (BFTUC)
Title of South-South and triangular cooperation (SSTC) good practice: Hands-on vocational training and rights awareness for youth and women workers in Bangladesh through trade union partnerships
Countries involved: Bangladesh, Nepal, Japan, Germany

South-South objective	Many young people and women workers in Bangladesh lack formal skills, so they remain in low-paid, insecure work and often do not know their rights or where to seek help against discrimination. BFTUC aims to give them hands-on, market-

	relevant vocational skills and basic rights awareness so they can find decent jobs, start small businesses or migrate safely for work. By working with trade union and development partners in the Global South and beyond, it also aims to bring in regional and international experience on skills, safety and decent work.
South-South cooperation between institutions and countries to achieve the objectives	BFTUC implements the training with its affiliate unions, such as the Bangladesh Construction and Wood Workers Federation (BCWWF). South-South partners include SARTUC (Nepal) and other South Asian trade union counterparts. Triangular support comes from JILAF (Japan), GIZ and Friedrich-Ebert-Stiftung (Germany) and the OSHE Foundation. Partners interact through joint programmes, technical and financial support, and exchange of experience on training content, workplace safety and workers' rights. Countries represented: Bangladesh, Nepal, Japan and Germany
Effectiveness of the South- South / peer learning methodological approach	Training is practical and hands-on: welding and carpentry for young people, and sewing machine operation, garment work and caregiving for women. Former trainees return to support new batches, which creates peer-to-peer learning and role models. Professionals, including trainers from government institutions, add technical depth. Training is combined with rights-awareness seminars. Exchange with partner unions and organisations helps improve content and practices, and the programme runs in many locations, including Dhaka, Chattogram, Cox's Bazar, Bogura, Pabna, Sirajganj and Savar.
Innovation	The programme combines vocational skills training with rights awareness in one package, so workers leave not only with a trade but also with knowledge of their rights and of where to turn if they face discrimination. It targets groups often left behind, especially women entering garments and care work and young people entering construction-related trades. A trade union network delivers it, which gives access to workers in many districts. Former trainees acting as peer trainers and mentors keeps the model close to workers' realities and low in cost.
South-South sustainability	Sustainability rests on BFTUC's permanent structure and its affiliate unions, which keep contact with trainees after the course. Former trainees who work in their trades return as peer trainers. Funding comes from several sources: partner organisations and donations from members. Relationships with government training professionals and employers, especially in garments and construction, link trainees to jobs. Partnerships with regional and international unions allow content to be updated and expertise to be shared over time.
South-South adaptability	The model can be adapted by trade unions and training providers in other developing countries, particularly in South

	Asia, where similar groups of young and women workers face similar barriers. Conditions for adaptation include: a trade union or community network that can reach workers; trade choices matched to local labour demand; qualified trainers, including experienced former trainees; basic funding for tools and materials; and a rights-awareness component adapted to national labour law and local support institutions.
South-South result	In about five years, BFTUC has trained approximately 30,000 young people and women workers (estimated figure). Many have found jobs in their chosen field, especially in garments. Others have started their own small businesses, and some have gone abroad for work. Participants have also gained awareness of their basic rights and of where to seek help and information if they face discrimination. The programme now operates across many districts of Bangladesh.
Contact details	Pulak Ranjan Dhar,Secretary, Bangladesh Free Trade Union Congress (BFTUC) Email: bcwwf2014@gmail.com Mobile/whatsapp: +8801712704346 Arpon Dhar, Youth Secretary, Bangladesh Free Trade Union Congress (BFTUC) Email: arpon.dhar10@gmail.com Mobile/whatsapp: +8801829172840 LinkedIn: https://www.linkedin.com/in/arpon-dhar-9a2b35208
Funding sources	BFTUC's own resources and donations from its members, together with support from partner organisations: Friedrich-Ebert-Stiftung (FES), GIZ, the OSHE Foundation and JILAF (Japan).
Materials and web-links	I am sharing the google drive link and facebook page, where pictures of our recent activities can be found. google drive: https://drive.google.com/drive/folders/1uO6DWKVCb7UvkKigoCHwkUWoB1hWSqtH?usp=sharing facebook page: https://www.facebook.com/share/19crBA8ncz/ https://www.facebook.com/share/1FJHMwEWj4/

Good practice 6

Author's name: Maria Jesus de Fátima Gomes Andrade
Institution: Pro PALOP-TL SAI Project/UNDP/UE Organization
Title of South-South and triangular cooperation (SSTC) good practice: From On Site to Remote for Audit Guideline: The first 5 country Audit reports by Guinea Bissau´s external control Institution

Countries involved: Cape Verde, Portugal, and Guinea Bissau

South-South objective	This SSTC aims to strengthen the Guinea Bissau enforcement Team capacity by bringing 2 develop partners together and 3 countries to share approaches base on successful knowledge, practical experiences and tools from Cape Verde & Portugal & Guinea Bissau to deliver the first 5 Audit reports from General State Account by GB SAI. It address common challenges such as country political instability, limited institutional capacity, resource shortages, and gaps in access technical expertise due to COVID_19 lock down to respond the GB SAI´s external control audit needs of improve, sharing practical experience through collaboration, mutual learning, and international standard audit exchange with instituitional cooperation and technical collaboration to support GB country in developing sustainable solutions that respond to SAI needs, strengthen Team capacities, and contribute to achieving the Sustainable Development Goals (SDG 16) while promoting solidarity, sharing ownership, and mutual benefits.
South-South cooperation between institutions and countries to achieve the objectives	The collaboration centers on international organization twinning arrangement between Pro PALOP-TL SAI Project and Guinea Bissau EU Organization. The GB_EU serves as the triangular development partner from the Global North, providing international specialized expertise and funding mechanisms lead by Portugal SAI and the Pro PALOP_TL SAI Project provide regional knowledge exchange expertise from Cape Verde SAI and either South-South financial support.
Effectiveness of the South- South / peer learning methodological approach	The peer learning approach and interaction occurs through 3 years (2015, 2019_22): Started in 2015 (1) with preliminar joint mission, followed by develop audit work plans, training programs and exchange structured technical workshops, then (2) share practical experience and audit tools at first in loco (On-Site Audit/2015), and then supported by advanced technologies like zoom plataform (Remote Audit/2019-22) to finally (3) support technical expertise with international best practices, review and consolidate the audit reports, while building skills and SOP to the GB´s SAI Team (Audit Guideline/after 2022), and ensuring deliver the 5 first country audit reports directly to the Legislative.
Innovation	First time ever, GB SAI, is able to produce the first 5 country audit reports (2009, 2010, 2014, 2015 and 2016) fiscal years, and standardize SOP Guideline for public administrators. As a key innovative element in audit it started from On Site to Remote for SOP Audit Guideline with the last 2 years in loco audit made and guide virtualy under Zoom plataform due to the COVID_19 lock down, moneyless cost but with additional GB SAI´s Team responsibility to transfer knowledge and best practice skills appropriation in order to follow up later on with the SOP Audit Guideline.

South-South sustainability	Durable GB SAI transformation and structural changes for country audit report with the Standard Operating Procedures (SOP) for verifications and “in loco” certification missions to be included in the Manuals SAIs’ procedures covering audit report. The SAI need to continue to train their respective staff and auditors to use effectively these SOP to face new challenges linked with the new legal framework on external control of Public Finance, and the persistent legal, institutional and HR weaknesses in Guinea Bissau.
South-South adaptability	This best practice peer learning approach is flexible and highly adaptable to other developing nations that means it allows partners to adjust, proven ideas to country needs and resources can be easily adapted to other countries and regions with similar challenges (Timor-Leste). The conditions for successful adaptation and replication requires an understanding of the legal country framework, PFM reform, audit report context and a country ownership with dedicated Team leader capable of acting centralized itself in terms of in loco audit, strong partnerships involvement but for sure its better sharing lessons learning from experience, and adapting rather than simply copying the approach to support wider and sustainable use.
South-South result	This SSTC strengthened peer learning methodological approach to transfer country knowledge, share skills, and technical collaboration among partners (PNUD, UE). It improved all GB SAI, external control staff, country Team´s capacities encouraged the use of practical solutions (On Site, Remote and SOP Audit), and strengthened partnerships for sustainable development (PT, CV and GB). The Pro PALOP-TL SAI join South-South Digital Galaxy Plataform as good practice leader to promote SSTC worldwide. The GB SAI deliver to the Legistive the first 5 audit reports (2009, 2010, 2014, 2015, and 2016) and the Standard Operating Procedures (SOP) to the GB SAI´s Team to follow up later on.
Contact details	Further details, including lessons learned, implementation experiences, and ohers opportunities for collaboration can be obtained through the Principal Technical Advisor and Pro PALOP-TL Manager, Ricardo Godinho, +238 584 7726 ricardo.g.gomes@cv.jo.un.org. Additional information about this SSTC can be provide by the other peer from Portugal SAI, Rui Ascenção, GB_UE Consultant +351 964773875 ruiascencao@gmail.com or any oth5+er GB SAI´s focal point due to the recent Team leader pass away.
Funding sources	This technical and financial SSTC twinning arrangement is funded by development organizations and partners (UNDP, GB_UE and ProPALOP-TL SAI Project), complemented by technical and institutional contributions from participating organizations and countries to support implementation expertise, knowledge sharing and tools (PT, CV and GB

	Team´s SAI).
Materials and web-links	Results: First 5 audit reports, technical Guidelines (SOP) and others practical tools, such audit work paper, training materials, good practice and lessons learned under Project and M&E reports, as knowledge sharing and relevant peer learning materials under social media Project (Website, Facebook, AGORA Plataforma), included some links and field photographs available bellow: Pro Palop FB_ First Mission GB_UE Training 2009 and 2010 Pro PALOP FB_Divulgation First Produt (2009 and 2010) Pro PALOP FB 2014, 2015 and 2016 Agora_Plataforma Second Produt 2014, 2015 and 2016 GB_SAI Website Linkedin Maria Andrade Facebook Maria Andrade



Good practice 7

Author's name: Maria Jesus de Fátima Gomes Andrade
Institution: Pro PALOP-TL SAI Project/UNDP/UE Organization
Title of South-South and triangular cooperation (SSTC) good practice: The Pro PALOP-TL SAI Methodology to regional budget analysis: The DCF approach from one to multicountry workshops
Countries involved: Angola, Cape Verde, Guinea Bissau, São Tomé and Principe

South-South objective	This iniciative intends to strengthen the national and regional enforcement capacity by bringing international develop organization, partners and national countryparts together with the DCF approach from one to multicountry wokshops base on the successful pilote case developed and applied at Cape Verde country by Pro PALOP-TL SAI budget analysis to the regional workshops at 3 other PALOP countries (Angola, Guinea Bissau, São Tomé and Principe). It address common challenges such as, limited country and institutional capacity,

	resource shortages, and gaps in access technical expertise due to COVID_19 lock down to respond country budget analysis needs, sharing international standard of accounting and audit, exchange knowledge, practical experiences and tools with national instituitional through mutual learning, cooperation and technical collaboration to support 4 PALOP countries in developing sustainable solutions that respond the countries needs, strengthen their Team capacities, and contribute to achieving the Sustainable Development Goals (SDG 16) while promoting solidarity, sharing ownership, and mutual benefits.
South-South cooperation between institutions and countries to achieve the objectives	The collaboration centers on Pro PALOP-TL SAI regional Project funded by international develop and partners such as PUND and EU Organization. The Pro PALOP_TL SAI Project serves as the development partner from the South-South, providing either international funding mechanisms and knowledge exchange support with specialized expertise lead by Cape Verde country to develop regional budget analysis workshops in 3 other PALOP countries (Angola, Guinea Bissau, São Tomé and Principe).
Effectiveness of the South- South / peer learning methodological approach	The collaboration centers on Pro PALOP-TL SAI regional Project funded by international develop and partners such as PUND and EU Organization. The Pro PALOP_TL SAI Project serves as the development partner from the South-South, providing either international funding mechanisms and knowledge exchange support with specialized expertise lead by Cape Verde country to develop regional budget analysis workshops in 3 other PALOP countries (Angola, Guinea Bissau, São Tomé and Principe).
Innovation	Never mind the principals 8 budget documents throughout the budget cicle mentioned by the International Budget Partnership (IBP) the DFC Pro PALOP-TL Methodology never change its remais the same even thought integrating the gender lents add on the (SOP) Guidelines as well.
South-South sustainability	By the end of each workshop there are a presentation and technical staff validations of the Standard Operating Procedures (SOP) Guideline to do the budget analysis approach, and a consolidation of the findings from each country on the Pro PALOP Paper under the same budget analysis approach.
South-South adaptability	This best practice peer learning DFC approach is not flexible but highly adaptable either to other PALOP-TL countries such as Mozambique and Timor-Leste or nations. It allows national partners to adjust the DFC Methodology on the legal framework and easily adapted to other countries context realities or budgets documents needs. The conditions for successful adaptation and replication requires an understanding of the legal country budget ramework and the PFM reform, the 8 principals budget documents, throughout

	the budget cicle, as well the national context and realities, in terms of country ownership with dedicated staff capable of following the international standard of accounting and audit. Strong partnership, involve sharing lessons learning from experience, and adapting it will be an add value to adjust the approach and support wider and sustainable use.
South-South result	This iniciative strengthened peer learning to transfer country knowledge, share skills, tools and technical collaboration among partners (PNUD, UE). It improved the country staff´s capacities encouraged the use of practical solutions (Pro PALOP-TL Methodology based on DFC approach and SOP budget analysis Guidelines), and strengthened PFM System (MdF, TdC, SCO´s and Parliament) for sustainable development. The Standard Operating Procedures (SOP) as a budget analysis Guidelines has the approach itself for either each single country or PFM System (MdF, TdC, SCO´s and Parliament). The Pro PALOP-TL SAI Project join South-South Digital Galaxy Plataform as good practice leader to promote SSTC worldwide. The Pro PALOP-TL Paper COVID 19 Impact
Contact details	Further details, including lessons learned, implementation experiences, and ohers opportunities for collaboration can be obtained through the Principal Technical Advisor and Pro PALOP-TL Manager, Ricardo Godinho, +238 584 7726 ricardo.g.gomes@cv.jo.un.org. Additional information about gender lents can be provide by the Pro PALOP-TL SAI Gender Expertise, Graça Sanches, +41229194148/+4122 919 41 50, graca.maria.sanches@gmail.com
Funding sources	Funding primarily originates from ProPALOP-TL SAI Project funded by development organizations and partners (UNDP and UE) complemented by technical and institutional contributions from participating country organization staff under PFM System to support implementation expertise, knowledge and tools sharing (Angola, CV, GB and STP).
Materials and web-links	Budget analysis workshop Online Budget analysis workshop_GB/ANG/STP Budget analysis Paper_Pro PALP-TL SAI Project FB Budget analysis SCO´s CV Pro PALOP-TL SAI oficinas FB Pro PALOP Paper COVID 19 GT MZ exchange Pro PALOP



Good practice 8

Author's name: Gift Mpinga
Institution: Youth Development Department – South Africa, in partnership with TVET Colleges, Municipal Youth Centres in South Africa, Kenya and Brazil, and private sector partner Clover SA
Title of South-South and triangular cooperation (SSTC) good practice: Youth Call Centre and Digital Skills for Employment: A South-South Peer Learning Initiative
Countries involved: South Africa, Kenya and Brazil

South-South objective	To reduce youth unemployment by sharing practcal approaches to youth skills development, customer service training and work readiness. The initiative aimed to equip unemployed youth with employable skills in call centre operatons, communicaton and digital literacy, and to improve access to entry-level jobs in the service sector.
South-South cooperation between institutions and countries to achieve the objectives	The initiative was led by youth development departments in South Africa, Kenya and Brazil, with TVET colleges, municipal youth centres and private sector partners including Clover SA. Implementaton partners provided trainers, curriculum and workplace exposure. Each country hosted learning exchanges, co-designed training modules and shared best practces on recruitment, mentorship and employer engagement.
Effectiveness of the South- South / peer learning methodological approach	The approach used peer-to-peer learning through virtual workshops, study visits and joint trainer training. Youth facilitators from each country shared real experiences, challenges and solutons. This horizontal method built trust, allowed direct adaptaton of tools, and ensured learning was practcal and context-relevant rather than top-down.
Innovation	The innovatve element was the use of youth peer trainers who had completed the programme themselves to train new cohorts. Combined with mobile-based learning, roleplay call simulatons and employer-led mock interviews, it made training low-cost, relatable and practcal for other developing country contexts.
South-South sustainability	The good practce is sustainable because training materials were integrated into existng TVET and youth centre programmes. Local trainers were capacitated, and employer partnerships provide ongoing placements. Government ownership and low implementaton costs ensure contnuaton without long-term external funding
South-South adaptability	The practce can be adapted to another country or region where youth unemployment is high and service-sector jobs exist. Conditons for adaptaton include a commited training insttuton, basic digital infrastructure, local

	employers willing to host learners, and translaton of materials into local languages and contexts.
South-South result	Over 450 youth were trained, with 68% placed in entrylevel jobs, internships or vacaton work within six months. Partcipants reported improved communicaton, confdence and computer skills. Three training manuals were adopted by partner insttutons, and a regional peer network was established for ongoing exchange.
Contact details	Email: ggif858@gmail.com Cell: +27 646 429144
Funding sources	The initatve was funded through a combinaton of government youth development budgets from the three partner countries, in-kind contributons from TVET colleges and municipal youth centres, and private sector support for training venues and workplace exposure. No large external donor funding was required, which kept costs low and improved sustainability. Technical support was provided through existng South-South cooperaton platorms.
Materials and web-links	Manual, Work Readiness and Communicaton Skills Guide, Trainer Facilitaton Guide with role-play call scripts, and Mock Interview Assessment Sheet. All materials available in PDF and mobile-friendly format on request from the contact person above. Web-links for reference and further learning: - UN Ofce for South-South Cooperaton: https://www.unsouthsouth.org - South-South Galaxy Knowledge Platorm: https://www.southsouth-galaxy.org - Youth Employment Toolkit: https://www.ilo.org/topics/youth-employment

Good practice 9

Author's name: Mostafa Ali
Institution: Malmö University, Department of Global Political Studies (MA in Global Politics)
Title of South-South and triangular cooperation (SSTC) good practice: BRICS Partnership on New Industrial Revolution (PartNIR) Innovation Center: South-South talent training for the new industrial revolution
Countries involved (please add more that one country): China (proposer and host); Brazil, Russia, India, South Africa; with participants from Egypt, Ethiopia, Iran, Indonesia and other emerging and developing economies

South-South objective	Digitalisation, artificial intelligence and green industry are transforming production faster than many developing countries can build the skills to keep up. The initiative aims to help BRICS and other emerging and developing economies benefit from this 'new industrial revolution' through three tasks: policy coordination, talent training and joint project development. Its talent pillar trains government officials,

	business executives, engineers and skilled workers in areas such as intelligent manufacturing, AI governance, the industrial internet and green, digital industrial development, so that countries of the South share know-how rather than depend only on Northern providers.
South-South cooperation between institutions and countries to achieve the objectives	The BRICS Partnership on New Industrial Revolution was launched on China's proposal at the 10th BRICS Summit in Johannesburg (2018). China announced the Innovation Center at the 12th BRICS Summit (November 2020), and it opened in Xiamen in December 2020. BRICS leaders reaffirmed both in the 2023 Johannesburg II Declaration (paragraph 36). It works with China's Ministry of Industry and Information Technology, Fujian Province and Xiamen city, plus universities, hospitals and enterprises. Participants come from BRICS members and partners, including Brazil, Russia, South Africa, Egypt, Ethiopia, Iran and Indonesia. Its achievements are recognised in BRICS summit and industry ministers' declarations.
Effectiveness of the South- South / peer learning methodological approach	Training is designed around the stated needs of BRICS and partner countries, not a fixed donor curriculum. The Center runs free online courses for broad reach and in-person programmes in China for smaller groups, combining lectures, field learning and exchange between participants. Peer learning is built in: competitions (the BRICS Industrial Innovation Contest and a BRICS Skills Competition), a think-tank alliance, and joint research centres bring experts from several countries together
Innovation	A city-based platform for a whole bloc: one host city builds the infrastructure, while all BRICS members shape the agenda. • It links skills directly to industry: training sits next to cooperation projects, industrial parks and enterprises, so learning connects to real jobs and investment. • It mixes large-scale online access with selective in-person programmes and fully funded scholarships. • It covers frontier skills, such as AI governance, the industrial internet and green manufacturing, that few Southern training systems offer yet. Competitions and think-tank alliances turn participants into a lasting peer network
South-South sustainability	The Center rests on a BRICS-level agreement that leaders have reaffirmed in successive declarations, so it does not depend on a single project cycle. A Xiamen Special Economic Zone regulation that took effect in March 2025 made it a statutory institution, giving it a legal basis. It is backed jointly by national, provincial and city governments, and in 2025 it marked five years of operation and announced a new phase focused on talent. New instruments keep being added: the 'Golden Egret' scholarship (2025) and a China Centre for BRICS Industrial Competences (2025).
South-South adaptability	Other BRICS members could host similar centres or national

	nodes, for example on agriculture, energy or the care economy, and link them into one network. Conditions: a political mandate at BRICS level and a committed host government; long-term public funding and a legal status; close ties with enterprises so training leads to jobs; demand-led course design with partner countries; and recognition of the skills gained, so certificates are valued at home. Language, travel costs and visas must be addressed to keep in-person programmes accessible to smaller and lower-income countries.
South-South result	Training reach: more than 90 online and in-person training sessions, with over 3 million instances of participation (not individual trainees) from more than 100 countries (Center reporting, 2025). • AI governance programme (2024): 30 participants from 16 countries, including Russia, Brazil and Ethiopia. • 'Golden Egret' Excellence Scholarship: announced by China at the 17th BRICS Summit (Rio de Janeiro, July 2025), with RMB 3 million allocated for 2025. Its first programme, on green industrial development and digitalisation (27 August–25 September 2025), brought 30 officials, industry professionals and academics from 22 countries, including Ethiopia, Brazil, Russia, South Africa, Iran and Indonesia, to seminars and visits to companies such as Huawei, JD and BYD. A second programme followed in 2026; Egypt's Academy of Scientific Research and Technology promoted its call. • 'Heart Sapling' visiting-scholar programme: a separate cardiology training scheme that has hosted trainees from 12 countries, including Egypt. • Peer networks: the BRICS Industrial Innovation Contest, held five years running, with over 6,000 entries according to the Center; a Digital Economy Research Center with Moscow State University and Xiamen University; a think-tank cooperation alliance. • Projects: 138 BRICS cooperation projects signed, with RMB 62 billion in announced investment (Center reporting, November 2025). These are signed commitments, not completed projects.
Contact details	Mostafa Ali, Norwigy@gmail.com +46722619441
Funding sources	Mainly Chinese public funding: national ministries, with guidance and support from the Ministry of Industry and Information Technology, together with the Fujian provincial and Xiamen municipal governments. The 'Golden Egret' scholarship, sponsored by the Center (RMB 3 million allocated for 2025), covers participants' training costs; participants pay their own visa and personal expenses
Materials and web-links	Background analysis of the declarations: Ali, M. (2025). Quantum Social Theory for Contemporary Political Phenomena: The Becoming Identity of BRICS+. MA thesis, Malmö University• BPIC website: www.bricspic.org •

	Handbook: 'BRICS PartNIR Innovation Center Demonstration Training Programs 2022' • 'Golden Egret' Excellence Scholarship calls, 2025 and 2026 (bricspic.org) • BRICS Johannesburg II Declaration (2023), paragraph 36, on PartNIR

Good practice 10

Author's name: Er. Sanju Adhikari
Institution: Council for Technical Education and Vocational Training (CTEVT), Gandaki Province, Nepal
Title of South-South and triangular cooperation (SSTC) good practice: Peer-Learning Exchange for Competency-Based Skills Training and Employment Linkages in Nepal's TVET Sector
Countries involved: Nepal (CTEVT, Gandaki Province); partner South country, e.g. India/Bangladesh/Sri Lanka

South-South objective	To strengthen the employability of young people in Gandaki Province by improving the quality of technical training. The challenge: a gap between training content and labour-market needs, and limited instructor exposure to modern, competency-based methods. The initiative aims to upgrade trainer skills, align curricula with industry demand, and link graduates to jobs, drawing on experience from other developing countries facing similar TVET challenges.
South-South cooperation between institutions and countries to achieve the objectives	CTEVT-affiliated technical schools and polytechnic institutes in Gandaki Province work with TVET institutions from partner Southern countries [name institutions], local industry and employers, municipalities, and development partners [e.g. Swisscontact, GIZ, KOICA, ILO – confirm]. Partners interact through trainer exchange visits, joint workshops, online learning sessions and shared curriculum materials. Countries represented: Nepal and [partner countries].
Effectiveness of the South- South / peer learning methodological approach	A peer-to-peer approach: instructors and technical officers from different countries observe each other's workshops, co-design competency-based training modules, and give feedback through practice-based sessions. Industry representatives join to validate skill standards. Participants identify problems themselves, test solutions in their own institutes, and report back to the group. This horizontal, demand-driven process built ownership and produced practical tools that trainers could apply immediately.
Innovation	Trainers act as learning partners rather than recipients of aid. Innovative elements include on-the-job and workplace-based training linked to local employers, simple low-cost training aids made from locally available materials, digital sharing of lesson plans and assessment tools, and short follow-up coaching after exchanges. These low-cost, locally adaptable solutions suit other mountainous and resource-constrained

	contexts.
South-South sustainability	Sustainability comes from embedding the practice in CTEVT's regular system: trained instructors act as in-house mentors, modules are integrated into institutional training plans, and industry partnerships continue beyond project funding. Costs are low because the approach relies on local resources, peer networks and existing facilities. Provincial government and municipal support, plus regular review meetings, help the practice last over time.
South-South adaptability	The practice can be scaled to other provinces of Nepal and to other countries with similar TVET systems. Conditions for adaptation: institutional commitment from the training authority, willing industry partners, trainers open to peer learning, basic training facilities, and adjustment of modules to local occupations, language and culture. A short orientation, a shared toolkit and a focal person in each institution ease replication.
South-South result	instructors/technical officers trained in competency-based methods; updated or new training modules/skill standards; improved trainee practical skills and assessment quality; stronger links between institutes and employers, with trainees placed in jobs or apprenticeships; a lasting network of TVET professionals across participating countries.
Contact details	Er. Sanju Adhikari, Trainer/Technical Officer, CTEVT, Gandaki Province, Nepal. Institution website: www.ctevt.org.np
Funding sources	Funding came from CTEVT and Government of Nepal budgets (federal/provincial), with possible technical and financial support from development partners such as [e.g. Swisscontact, GIZ, KOICA, ILO, Colombo Plan], plus in-kind contributions from participating institutes and industry partners (venues, trainers, workplace placements).

Good practice 11

Author's name: Yograj Seebaluck
Institution: Mauritius Institute of Training and Development
Title of South-South and triangular cooperation (SSTC) good practice: Unlocking opportunities for women entrepreneurs under the African Continental Free Trade Area through regional peer learning and business networking
Countries involved: Mauritius, Botswana, Comoros, Ghana, Kenya, Madagascar, Malawi, Mozambique, Namibia, Rwanda, Seychelles, South Africa, Tanzania, Zambia and Zimbabwe (15 countries)

South-South objective	The SheTrades Mauritius Hub was launched on 9 March 2023 by the Economic Development Board (EDB) of

	Mauritius and the International Trade Centre (ITC). Hosted by EDB Mauritius, the Hub supports women-led enterprises through capacity building, market information, business connections and internationalization opportunities. As part of this work, EDB Mauritius and the United Nations Economic Commission for Africa (UNECA) organized the regional capacity-building workshop and business-to-business (B2B) event “Unlocking Opportunities for Women Entrepreneurs in Southern Africa under the African Continental Free Trade Area (AfCFTA)”. Practical training on ITC market-analysis tools took place on 2 nd September 2025 at the EDB Auditorium, Ebene. The 2-day workshop and B2B event were held on 3rd; 4 th September 2025 at the Intercontinental Hotel, Balaclava, Mauritius, and brought together women entrepreneurs, policymakers and private-sector leaders from 15 African countries across Southern and Eastern Africa, including Mauritius. The initiative aimed to strengthen the participation of women-led businesses in intra-African trade by enabling them to use the opportunities created by the AfCFTA. It addressed limited knowledge of trade rules, market intelligence and cross-border procedures, together with barriers such as restricted access to finance, insufficient digital tools, weak business networks and the underrepresentation of women in decision-making bodies. Through training, regional peer exchange and direct engagement with buyers, it sought to improve export readiness, widen market access and build lasting commercial partnerships among women entrepreneurs across 15 African countries.
South-South cooperation between institutions and countries to achieve the objectives	The initiative was co-organized by EDB Mauritius, host of the ITC SheTrades Mauritius Hub, and UNECA’s Subregional Office for Southern Africa, together with the ITC SheTrades Hub. Participants included women entrepreneurs, policymakers, private-sector representatives and trade-support institutions from Mauritius and 14 other African countries. Mauritius provided the regional meeting platform, while participants contributed market knowledge, products, services and experience from their countries. The arrangement combined horizontal exchange among African entrepreneurs and institutions with multilateral technical support from UNECA and ITC.
Effectiveness of the South- South / peer learning methodological approach	The methodology combined practical training, technical presentations, interactive panel discussions, the sharing of entrepreneurial experiences, product exhibitions, networking and business-to-business meetings. On 2 September 2025, Mr. Christophe Durand of the International Trade Centre led a practical session that equipped more than 70 women entrepreneurs to use ITC market-analysis tools, mainly Trade Map, to identify market-access opportunities under the AfCFTA. The sessions of 3–4 September covered AfCFTA structures, rules of origin and non-tariff measures.

	Participants exchanged experience as both learners and knowledge holders.
Innovation	The initiative connected knowledge of a continental trade agreement with digital market intelligence and direct business generation. Instead of relying only on presentations, it combined AfCFTA training with Trade Map exercises, displays by export-ready women-led businesses and structured meetings with buyers and support institutions. Participants could identify markets, present products and begin forming partnerships within one regional process. It also placed gender equality at the centre of trade integration by addressing barriers specific to women-led enterprises, and used Mauritius as a bridge between Southern and Eastern African markets.
South-South sustainability	Sustainability rests on the institutional base of the SheTrades Mauritius Hub within EDB Mauritius and its link to the wider SheTrades network. The Hub provides continuing training, market information, trade-fair opportunities and business-generation support rather than operating as a single event. The workshop also created relationships among entrepreneurs, buyers, policymakers and trade-support institutions that can continue afterwards. UNECA and EDB closed the event with a shared commitment to maintain momentum and strengthen business linkages, and a follow-up AfCFTA workshop was subsequently organized in 2026.
South-South adaptability	Other African countries can replicate the model through export-promotion agencies, SheTrades hubs, business associations and women's enterprise networks. Its essential elements are practical AfCFTA instruction, digital market-intelligence training, peer exchange, product visibility and structured meetings between entrepreneurs and buyers. Content can be adapted to national priority sectors, trade procedures, languages and digital readiness. Effective replication requires a coordinating institution, qualified trade specialists, participation by customs and logistics actors, suitable buyers and post-event follow-up. Hybrid delivery could extend participation to entrepreneurs unable to travel.
South-South result	The workshop brought together more than 70 women entrepreneurs, policymakers and private-sector leaders from 15 African countries across Southern and Eastern Africa. On 2 September 2025, practical training led by Mr Christophe Durand equipped more than 70 women entrepreneurs to use ITC market-analysis tools, mainly Trade Map, to identify market-access opportunities under the AfCFTA. Opening the workshop, Hon. Marie Arianne Navarre-Marie, Minister of Gender Equality and Family Welfare of Mauritius, stated: "When women trade, they create prosperity." Mr. Mahen Abhimanu Kundasamy, Chief Executive Officer of EDB, said: "Gender-inclusive trade is not just about fairness,

	it is essential for competitiveness and sustainability." Ms. Eunice Kamwendo, Director of the UNECA Subregional Office for Southern Africa, emphasized that women entrepreneurs are leaders and architects of Africa's economic transformation and cited the Protocol on Women and Youth in Trade as a landmark step towards addressing systemic barriers. Twenty-one women-led businesses from ECA Subregional Office for Southern Africa member states attended the forum, including enterprises from Botswana, Malawi, Mozambique, Namibia, South Africa, Zambia and Zimbabwe. The workshop culminated in a business-to-business matchmaking event involving women-led enterprises from all 15 participating countries. Participants identified growth opportunities in information and communication technology, logistics, finance, healthcare and tourism. They also pointed to persistent barriers, namely limited access to finance, gaps in digital tools and low representation of women in key policy-making bodies, and called for streamlined trade processes, gender-responsive policies, digital skills and stronger partnerships. The event closed with a collective pledge to build a stronger, more inclusive Africa where women-led enterprises can thrive under the AfCFTA framework. No verified public figures are available for the number of business-to-business meetings held, agreements concluded, contracts signed, export sales realized or jobs created, and none are claimed here.
Contact details	• Ms. Nirmala Jeetah — Director, Healthcare and Life Sciences, and Coordinator, ITC SheTrades Mauritius Hub, Economic Development Board Mauritius. Email: nirmala@edbmauritius.org Telephone: +230 203 3853 • SheTrades Mauritius Hub — Economic Development Board Mauritius, Ground Floor, 7 Exchange Square, Wall Street, Ebene 72201, Republic of Mauritius. Email: shetrades@edbmauritius.org Telephone: +230 203 3800 Website: https://shetrades.edbmauritius.org/ • Ms. Bineswaree Bolaky — Economic Affairs Officer and Gender Focal Point, UNECA Subregional Office for Southern Africa. Email: bineswaree.bolaky@un.org
Funding sources	The available documentation identifies the initiative as jointly organized by EDB Mauritius, as host of the ITC SheTrades Mauritius Hub, and UNECA's Subregional Office for Southern Africa, with technical resources from the ITC SheTrades initiative. Their contributions included coordination, technical

	expertise, training, event organisation and access to regional networks. The available public reports do not provide an event budget or a complete breakdown of financial and in-kind contributions. The detailed funding allocation should therefore be confirmed with EDB Mauritius or UNECA before a figure is stated.
Materials and web-links	Official workshop page and event information: https://shetrades.edbmauritius.org/regional-workshop-2025 • UNECA concept note: https://www.uneca.org/eca-events/sites/default/files/resources/documents/sro-sa/capacity-building-workshop-b2b-event/concept_note_final.pdf • Official programme of work: https://www.uneca.org/eca-events/sites/default/files/resources/documents/sro-sa/capacity-building-orkshop-b2b-event/programme_of_work_version_august_18.pdf • UNECA opening report, 3 September 2025: https://www.uneca.org/stories/mauritius-hosts-afcfta-workshop-to-empower-women-entrepreneurs-and-advance-inclusive-trade • UNECA closing report, 4 September 2025: https://www.uneca.org/stories/women-entrepreneurs-at-the-heart-of-africa%E2%80%99s-growth-regional-workshop-and-b2b-event • Background on the SheTrades Mauritius Hub: https://edbmauritius.org/shetrades-mauritius-hub • ITC report on the launch of the Hub: https://www.intracen.org/es/node/349940

Good practice 12

Author's name: Stacy R. Hastick
Institution: CARILabour, Caribbean Region
Title of South-South and triangular cooperation (SSTC) good practice: Reciprocal Peer Learning in Labour and Employment Relations: Sharing Grenada's Tripartite Experience and Learning from India's Legislative Framework
Countries involved: India (host); India (host); Grenada; Guyana; Trinidad and Tobago; Ghana; Kenya; Namibia; Lesotho; Pakistan; Afghanistan; and Tajikistan. Participants represented all five ILO geographical regions: Africa, the Americas, the Arab States, Asia and the Pacific, and Europe and Central Asia.

South-South objective	To strengthen knowledge and understanding of labour and employment relations through reciprocal international peer learning and the exchange of national experiences. The programme provided a platform for participants to examine different approaches to labour legislation, industrial relations, social dialogue, labour administration and employment policy. For Grenada, it offered an opportunity to share its experience of tripartite labour governance and legislative review while

	gaining comparative insights from other developing countries.
South-South cooperation between institutions and countries to achieve the objectives	The cooperation took place through the International Training Programme on Labour and Employment Relations in a Global Economy, hosted by the V.V. Giri National Labour Institute, Noida, India, from 6–24 November 2017, under the ITEC/SCAAP programme. Grenada's participation was coordinated through the Indian High Commission in Trinidad and Tobago. Having identified the opportunity, I presented it to the Board of Management of the Grenada Employers' Federation (GEF), where I served as Executive Director. Following Board approval, I applied and was selected. Participants included representatives of government ministries and agencies, employers' organisations and workers' organisations from developing countries. Each participant was required to present a course-related topic reflecting their country's experience. My presentation focused on Grenada's labour legislation review, the GEF's role in representing employers' interests and the country's tripartite approach to labour governance. This included the Labour Advisory Board, constituted by the Minister responsible for Labour under section 17 of the Employment Act, 1999, with representation from government, employers and workers. I shared Grenada's experience of social dialogue, collective bargaining and stakeholder participation in labour policy and legislative development. In return, I gained insights into India's labour framework and the experiences of other participating countries. The exchange was therefore reciprocal: participants contributed knowledge from their own national contexts while learning from the approaches and challenges of others.
Effectiveness of the South- South / peer learning methodological approach	The programme combined structured training, country presentations, group discussions and experience sharing. Requiring participants to present their national experiences encouraged active participation and positioned them as contributors to the learning process. This enabled comparisons across different legislative frameworks, institutional arrangements and workplace realities. A particularly valuable aspect was examining India's complex central and state labour legislation alongside Grenada's labour framework and tripartite arrangements. At the time of the programme, India was already pursuing consolidation of its central labour laws. The Code on Wages had been introduced in Parliament in August 2017, while the other proposed Labour Codes remained at the consultation stage. India subsequently enacted four Labour Codes between 2019 and 2020, consolidating 29 central labour laws. They came into force in November 2025. This subsequent development provides comparative context; it is not an outcome attributed to the training. The discussions also highlighted a common challenge across different national settings: the gap that can arise between legislative requirements and actual workplace practice. The experience reinforced that effective labour

	governance requires more than legislation. It depends on implementation, institutional capacity, enforcement and meaningful engagement among government, employers and workers.
Innovation	The good practice lies in the programme's reciprocal, multi-country and multi-stakeholder learning model. Rather than treating participants solely as recipients of technical knowledge, the programme required them to contribute their own national experiences. This created opportunities to examine labour relations from government, employer and worker perspectives and to compare approaches across different economic, legal and institutional environments. Grenada's participation brought the perspective of a small Caribbean state into this wider exchange, demonstrating the value of including smaller developing countries in international policy and institutional learning.
South-South sustainability	The principal sustainability outcome was the knowledge and professional learning retained by participants. Although no formal follow-up mechanism or continuing institutional partnership was established, the comparative insights gained continue to inform my professional approach to labour and employment relations. They have relevance to my subsequent work in consultancy, training and the development of practical, context-appropriate labour solutions through CARILabour. The experience illustrates how international peer learning can have continuing value beyond the duration of a formal training programme.
South-South adaptability	This approach can be replicated or adapted by developing countries seeking to strengthen labour institutions, industrial relations and employment policy. Ministries of Labour, employers' organisations, workers' organisations and training institutions can use structured country presentations and facilitated peer discussions to examine legislation, social dialogue, collective bargaining, labour administration and workplace implementation. The approach is adaptable because it does not require countries to adopt another country's legislative model. Instead, it encourages participants to assess lessons against their own legal frameworks, labour-market conditions, institutional capacity and development priorities. It can also support discussion on the relationship between skills development, employment policy and the needs of employers and workers.
South-South result	The immediate result was increased professional understanding of comparative labour and employment relations, including legislative frameworks, tripartism, social dialogue and the practical challenges of workplace implementation. Grenada's experience was shared with an international group of practitioners and institutional representatives, contributing a Caribbean perspective to the exchange. The programme also broadened my understanding

	of how different countries approach labour regulation and reform. At the professional level, the learning has continued to inform my work in labour and employment relations, including consultancy and capacity-building initiatives. No specific legislative amendment or policy change in Grenada is attributed directly to my participation. The results presented are the knowledge gained, the national experience shared and the continuing professional value of the exchange.
Contact details	Stacy R. Hastick Founder, CARILabour, Caribbean Region Email: hello@stacyhastick.com Alternative email: stacy.hastick@carilabour.com Website: https://carilabour.com https://stacyhastick.com
Funding sources	The programme was supported by the Government of India through the ITEC/SCAAP programme framework and hosted by the V.V. Giri National Labour Institute. Programme arrangements included accommodation and a living allowance for the approved programme period. Grenada's participation was facilitated through the Indian High Commission in Trinidad and Tobago, with the GEF Board of Management approving my application.
Materials and web-links	1. V.V. Giri National Labour Institute: https://vvgnli.gov.in/ 2. High Commission of India, Port of Spain: https://www.hcipos.gov.in/ 3. Government of Grenada, Employment Act, 1999, section 17. 4. Government of India, Ministry of Labour and Employment: https://labour.gov.in/ 5. International Labour Organisation: https://www.ilo.org/ 6. CARILabour: https://carilabour.com

Good practice 13

Author's name:
Institution: South African Government – Department of Health, in partnership with the Government of the Republic of Cuba
Title of South-South and triangular cooperation (SSTC) good practice: Nelson Mandela–Fidel Castro Medical Training Programme: South Africa–Cuba Cooperation in Medical Skills Development
Countries involved: Republic of South Africa and Republic of Cuba (bilateral South-South cooperation)

South-South objective	The programme addresses the shortage and unequal distribution of medical professionals in South Africa, particularly in rural, working-class and historically underserved communities. Through cooperation with Cuba, South African students receive medical education and training, with the aim of building a skilled national health

	workforce and strengthening primary healthcare. It also expands access to medical studies for students who may face barriers to traditional routes into medical education.
South-South cooperation between institutions and countries to achieve the objectives	The initiative is based on bilateral cooperation between the Government of South Africa and the Government of Cuba. South Africa's Department of Health coordinates the programme with relevant provincial health departments and higher-education partners. Cuban universities and health-sector institutions provide medical education and training. Students undertake a period of study in Cuba and complete the required clinical integration and further training in South Africa. The two countries cooperate through government-to-government arrangements. This is South-South cooperation; no Global North partner is identified as a core programme partner.
Effectiveness of the South- South / peer learning methodological approach	The programme combines formal university-based medical education with practical clinical learning. South African students study in Cuban universities, where the training has a strong primary healthcare orientation. Returning students continue clinical training and integration within South Africa's health system. The model is supported by bilateral government coordination and cooperation between health and education institutions. It enables the exchange of knowledge and experience between the two countries and links training to South Africa's workforce needs.
Innovation	The programme's distinctive feature is the use of a bilateral partnership to develop South Africa's own medical workforce, rather than relying only on recruiting qualified professionals from abroad. It draws on Cuba's experience in primary healthcare and medical education while developing South African students to serve their communities. It also creates an education pathway for students from disadvantaged and rural backgrounds and connects international training with local clinical integration.
South-South sustainability	The programme's sustainability is supported by a long-standing government-togovernment relationship, ongoing student intakes, cooperation between health and education institutions, and the integration of graduates into South Africa's health system. Its contribution can be sustained through continued planning, student support, quality assurance, adequate funding and placement opportunities after graduation. Ongoing coordination is important to ensure that training meets national health workforce priorities and that graduates are supported to serve communities.
South-South adaptability	The model may be adapted by other developing countries facing shortages or unequal distribution of health professionals. Adaptation would require a formal partnership between governments, accredited education institutions, an agreed curriculum and clinical training pathway, student

	funding and support, recognition of qualifications, and clear plans for graduates' integration into the national health system. Countries should assess local workforce needs and adapt the Cuban primary healthcare learning approach to their own health priorities and context.
South-South result	The programme has expanded opportunities for South African students to qualify as doctors and has contributed to the national health workforce. In July 2025, the South African Department of Health reported that more than 3,700 medical doctors had been produced through the programme. Government reporting also describes the programme as targeting students from historically disadvantaged communities and supporting staffing needs in underserved areas. These are national programme results; the precise number of graduates currently serving in each province should be confirmed from the latest Department of Health data.
Contact details	Programme information: South African Department of Health https://www.health.gov.za/ Government information: https://www.gov.za/ Department of International Relations and Cooperation (DIRCO): https://dirco.gov.za/ Media enquiries reported by the Department of Health in 2025: Foster Mohale, Departmental Spokesperson – Foster.mohale@health.gov.za ; 072 432 3792. For programme administration and current contact details, approach the Department of Health directly.
Funding sources	The programme is implemented through government cooperation and public sector support by South Africa and Cuba. Public government sources describe the bilateral agreement and programme but do not provide a consolidated, current breakdown of the total programme budget or each country's financial contribution. For an official submission, the Department of Health should be asked to confirm the funding arrangements, including student support, tuition, travel, accommodation and institutional contributions. No unverified funding amounts are stated here.
Materials and web-links	Official sources and further reading: 1. South African Government, "Health Department to preside over graduation of Nelson Mandela/Fidel Castro Medical Doctors Programme" (3 July 2025): https://www.health.gov.za/wp-content/uploads/2025/07/Media-Advisory-2025-NMFC-Graduations-1.pdf 2. South African Government, "Health congratulates Cuba for 60 years of medical support" (24 May 2023): https://www.gov.za/news/mediastatements/health-congratulates-cuba-60-years-medical-support-24-may-2023 3. DIRCO, "Bilateral Relations": https://dirco.gov.za/bilateral-relations/ 4. The Presidency, "Returning Cuban-trained medical

	students" (2018): https://www.presidency.gov.za/deputy-president-mabuza-welcome-andaddress-returning-cuban-trained-medical-students-or-tambo Suggested image: use an official Department of Health or South African Government photograph of programme students or a graduation ceremony, with source acknowledgement and permission where required.

Good practice 14

Author's name: Tia Alexander (Founder)
Institution: Role M.O.D.E.L Mission (Mentoring Opportunities Develop Educated Leaders)
Title of South-South and triangular cooperation (SSTC) good practice: A Whole-Person Youth Mentorship and Leadership Development Model
Countries involved: South Africa (practice location); peer-learning partners from other African and Global South countries are proposed and still to be identified/confirmed.

South-South objective	The initiative responds to barriers experienced by young people, including limited access to positive role models, mentorship, life skills, education and pathways into opportunity. It aims to strengthen young people's confidence, leadership, decision-making and readiness for education, training and employment. Its whole-person approach recognises that progress also depends on emotional and mental wellbeing, supportive relationships and a sense of belonging. The longer-term objective is to equip young people to participate positively in their communities and become role models themselves.
South-South cooperation between institutions and countries to achieve the objectives	Role M.O.D.E.L Mission is the originating community organisation in South Africa. Its work connects young people with mentors, coaches, schools and community-based support. The model is suitable for exchange with organisations, educators and youth-development practitioners in other countries of the Global South. At present, no formal partner-country institutions have been confirmed; the next step is to establish reciprocal partnerships with African or other Global South organisations to share tools, experience and locally relevant adaptations.
Effectiveness of the South- South / peer learning methodological approach	The approach is relationship-based and participatory. Mentors and youthdevelopment practitioners engage young people, identify strengths and needs, set personal development goals and provide ongoing encouragement and guidance. Learning is reinforced through group activities, leadership development, life-skills support and referrals to relevant opportunities or services. For SSTC, practitioners and young people from partner countries would take part in peer exchanges, compare approaches, share lessons and jointly adapt activities rather than transfer a fixed programme from one country to another.

Innovation	The model brings mentorship, coaching, leadership, life skills and attention to mental and emotional wellbeing into one youth-development approach. It places the young person—not a single service or outcome—at the centre. Its message that every young person has value and leadership potential can be adapted across different cultural and national settings. A further innovation is the potential for young people to move from receiving support to contributing as peer supporters and positive role models in their communities.
South-South sustainability	Sustainability is supported by relationships with schools and community networks, the development of local mentors, practical activities that can be delivered in community settings and the use of existing opportunities and services. The model can grow through training and supporting additional mentors, documenting programme methods and outcomes, and building partnerships that share resources and learning. Longer-term sustainability will require dependable funding, organisational capacity, safeguarding procedures and ongoing monitoring. No long-term funding commitment is assumed in this submission.
South-South adaptability	The model can be adapted by youth-serving organisations in other African and Global South contexts. Adaptation should begin with consultation with young people and local practitioners, followed by a review of local needs, language, culture, education and employment pathways, available services and safeguarding requirements. Partners should agree on shared principles and learning goals while retaining flexibility in delivery. Reciprocal peer learning, local ownership, trained mentors and basic monitoring are important conditions for responsible expansion.
South-South result	The practice provides a structured framework for mentorship, coaching, leadership and life-skills development, with mental and emotional wellbeing recognised as part of the young person's journey. It also offers a basis for connecting young people to schools, community support and opportunities. The organisation's stated programme direction includes strengthening youth participation and access to positive role models. Quantitative impact figures, independently evaluated outcomes and confirmed cross-country results were not provided for this submission and should be added when verified.
Contact details	Organisation: Role M.O.D.E.L Mission Website: https://rolemodelmission.org Primary contact: Tia Alexander, Founder Further contact details (email and telephone): To be confirmed by the organisation before circulation.
Funding sources	Funding information was not supplied for this submission. The initiative should therefore be described as community-based

	work whose specific funding sources and amounts require confirmation by Role M.O.D.E.L Mission. Potential future support may include local and international grants, corporate social investment, philanthropic contributions and in-kind partnerships. Any funding source should be recorded accurately, including the funder, amount or contribution, period and activities supported.
Materials and web-links	Website: https://rolemodelmission.org Suggested supporting materials: organisational profile; programme descriptions; mentor and coaching resources; youth-development activity plans; monitoring and evaluation tools; photographs of activities used with appropriate consent. These materials should be attached or linked by the organisation. A high-quality, consent-cleared photograph should be inserted before submission. No image has been added because an approved photograph was not supplied.