



International
Labour
Organization



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

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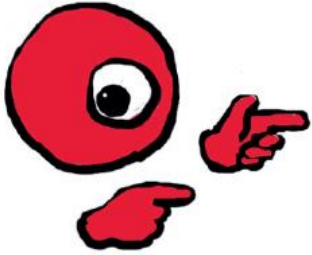
Useful resources



South-South and triangular cooperation: some definitions

- ✓ Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation
- ✓ Framework of operational guidelines on United Nations support to South-South and triangular cooperation
- ✓ South–South and triangular cooperation: The way forward





The Nairobi outcome document identifies the following principles of South-South and triangular cooperation:

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

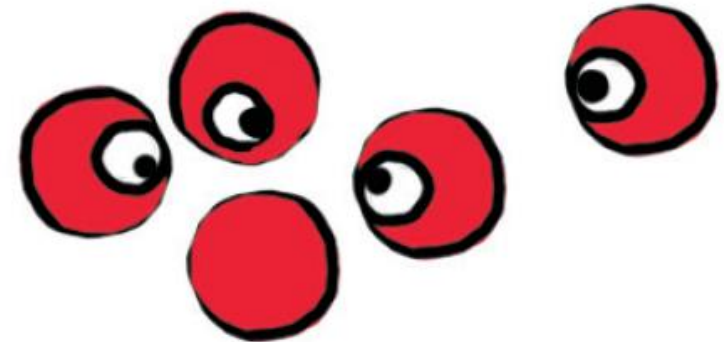
Process

- The promotion and sharing of good practices between constituents is part of the commitment of the ILO.
- South-South and triangular cooperation should also be regarded as one of the means that the ILO and its constituents can use to deliver Decent Work Country Programmes



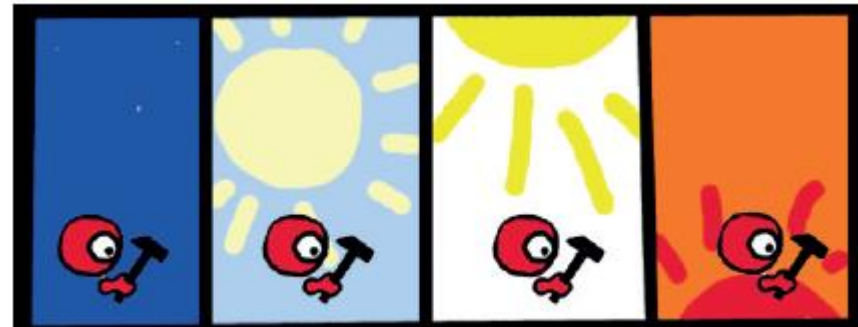
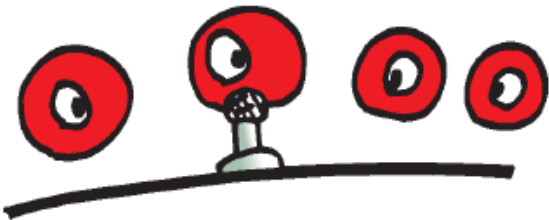
Actors involved

- Under the ILO's tripartite structure, governments, workers' and employers' organisations are formally part of the implementation process
- Regional and international organizations
- Bilateral agencies
- Academic institutions
- National institutions and networks



Modalities

- ✓ **Capacity-development activities**
- ✓ **Sharing experiences and good practices**
- ✓ **Building partnerships**
- ✓ **Creating and strengthening networks and platforms**



South-South and triangular cooperation step-by-step



Needs-matching

- Articulate the development needs
- Match-making mechanisms of the ILO include bilateral and regional/subregional meetings aimed at facilitating information exchanges; the ILO has also released two collections of good practices that can help partners learn from initiatives based on southern solutions that have proven effective in promoting decent work

a. Stakeholder Consultations

- Workers and employers must be included
- Refer to the ILO's Decent Work Country Programmes to set the basis of the project and define specific objectives that the knowledge exchange will support
- A partnership/cooperation agreement or a Memorandum of Understanding (MoU) can be signed, especially if the activities will be held along several months/years

b. Project Design

- Partners will map the process to be followed to achieve the objectives of the knowledge transfer/exchange. They will: select the participants; establish inputs, outputs and expected outcomes; select the instruments and activities; define teams, roles and responsibilities
- Linking the project design to the Decent Work Country Programme's outcomes is of utmost importance

c. Implementation

- Partners will be mostly acting as facilitators of the learning process
- When an unexpected situation arises such as the possibility of exchanging knowledge on an area which had not been previously identified, all partners need to have a clear understanding of the needs in order to adapt the activities
- Implementation is related to the flow of the activities contained in the project and must be documented in detail

M&E

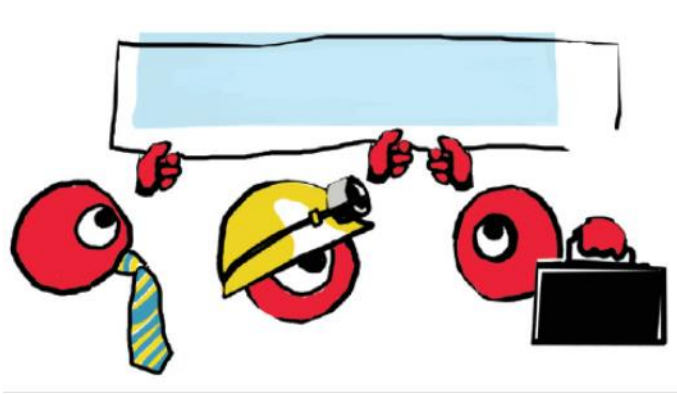
- All stakeholders must be consulted at all stages of the evaluation and should be kept informed throughout the process
- To be useful, an evaluation must respond to the needs and interests of the stakeholders and provide information that facilitates their decision-making throughout the implementation process

Knowledge management & information sharing

- It is very important to demonstrate how the objectives were achieved, how the project contributed to the development goal and why this activity is a good practice for South-South and triangular cooperation
- The dissemination of knowledge plays a key role in boosting South-South Cooperation and international networks



The role of the ILO



- ✓ The ILO brings tripartite constituents together and acts as a facilitator to set cooperation strategies
- ✓ The ILO documents and disseminates a wide range of knowledge (compilation of good practices, knowledge exchange platforms and forums)
- ✓ The ILO forges inclusive partnerships and sets strategic alliances with the purpose of transferring expertise
- ✓ The ILO follows-up and reports on major inter-governmental decisions regarding South-South and triangular cooperation

Do's and Dont's



a. Stakeholder consultations

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

b. Project design

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

Do's

c. Implementation

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

d. Monitoring & Evaluation

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

Knowledge Management and information sharing

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

Do's and Dont's

Dont's



a. Stakeholder consultations

- Transform a traditional North-South project into a South-South project.
- Avoid calling development partners as “donors”: For South-South and triangular cooperation, stakeholders are development partners, neither “donors” nor “recipients”.

b. Project design

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

Dont's



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- c. Implementation**
- Do not confuse triangular cooperation with cooperation between 3 parties: triangular cooperation is South-South-North cooperation, with developing countries in the drivers' seat.
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- d. Monitoring & Evaluation**
- Avoid evaluation processes which include consultants that do not have knowledge of South-South processes, or who apply the traditional North-South lens to project development.
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- Knowledge Management and information sharing**
- Do not disseminate knowledge that has not been shared with a wider group of stakeholders.

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



- “Horizontal” dimension of cooperation
- “Triangular” dimension of cooperation
- Innovative
- Adaptability/Replicability
- Sustainability