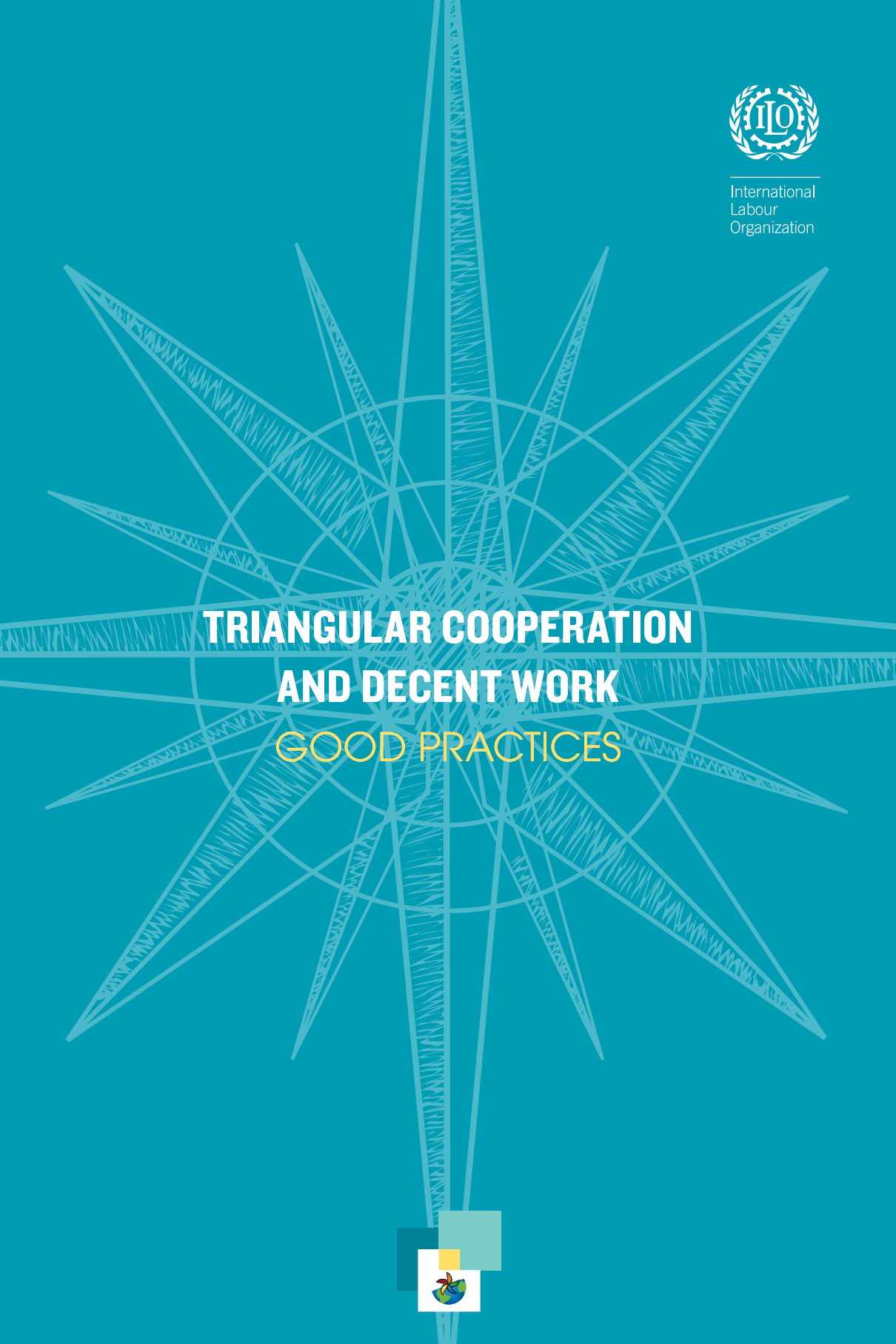




International
Labour
Organization

A large, light blue compass rose is centered on the page, serving as a background for the title. It has multiple points and concentric circles.

TRIANGULAR COOPERATION AND DECENT WORK GOOD PRACTICES



Triangular cooperation and Decent Work:
Good Practices

Coordinated and Edited by: Anita Amorim

Authors:

Anita Amorim, Patricia Chacón Sierra, Nuno Tavares Martins,
Clara Van Panhuys, Irais Martínez-Esparza, Cristina Maldonado,
Pedro Barreto Paranhos

2013–2015

DEPARTMENT OF PARTNERSHIPS AND FIELD SUPPORT

Triangular cooperation and Decent Work: Good Practices

Coordinated and Edited by: Anita Amorim

Authors:

Anita Amorim, Patricia Chacón Sierra, Nuno Tavares Martins,
Clara Van Panhuys, Irais Martínez-Esparza, Cristina Maldonado,
Pedro Barreto Paranhos

2013–2015

DEPARTMENT OF PARTNERSHIPS AND FIELD SUPPORT

International Labour Organization • Geneva

Copyright © International Labour Organization 2015
First published 2015

Publications of the International Labour Office enjoy copyright under Protocol 2 of the Universal Copyright Convention. Nevertheless, short excerpts from them may be reproduced without authorization, on condition that the source is indicated. For rights of reproduction or translation, application should be made to ILO Publications (Rights and Licensing), International Labour Office, CH-1211 Geneva 22, Switzerland, or by email: rights@ilo.org. The International Labour Office welcomes such applications.

Libraries, institutions and other users registered with a reproduction rights organization may make copies in accordance with the licences issued to them for this purpose. Visit www.ifro.org to find the reproduction rights organization in your country.

English ed:
ISBN 978-92-2-130402-9 (print)
ISBN 978-92-2-130403-6 (web pdf)

Spanish ed:
ISBN 978-92-2-330402-7 (print)
ISBN 978-92-2-330403-4 (web pdf)

ILO Cataloguing in Publication Data

The designations employed in ILO publications, which are in conformity with United Nations practice, and the presentation of material therein do not imply the expression of any opinion whatsoever on the part of the International Labour Office concerning the legal status of any country, area or territory or of its authorities, or concerning the delimitation of its frontiers.

The responsibility for opinions expressed in signed articles, studies and other contributions rests solely with their authors, and publication does not constitute an endorsement by the International Labour Office of the opinions expressed in them.

Reference to names of firms and commercial products and processes does not imply their endorsement by the International Labour Office, and any failure to mention a particular firm, commercial product or process is not a sign of disapproval. Cover inspired by graphic artists Mr. Jose Luiz da Silva and Ms. Claire-Pascale Gentizon

ILO publications and digital products can be obtained through major booksellers and digital distribution platforms, or ordered directly from ilo@turpin-distribution.com. For more information, visit our website: www.ilo.org/publns or contact ilopubs@ilo.org.

This publication was produced by the Document and Publications Production,
Printing and Distribution Branch (PRODOC) of the ILO.

*Graphic and typographic design, layout and composition,
printing, electronic publishing and distribution.*

PRODOC endeavours to use paper sourced from forests managed
in an environmentally sustainable and socially responsible manner.

Code: BIP-JMB-ICA

Contents

	<i>Page</i>
Preface by Virgilio Levaggi	vii
Introduction: Understanding Triangular Cooperation	1
I. Triangular Cooperation and Fundamental Principles and Rights at Work	11
1. Protecting children from child labour during the Early Recovery Phase in Haiti	12
2. Support to national efforts towards a Child Labour-free State, Bahia-Brazil and the Caravana Cata-vento PALOP	15
3. Consolidating and Disseminating Efforts to Combat Forced Labour: US-Brazil- Peru triangular cooperation	18
4. Supporting actions to meet the 2015 targets to eliminate the worst forms of child labour in Lusophone countries in Africa through knowledge, awareness raising and South-South Cooperation	20
II. Triangular Cooperation, Job Creation and Employment	25
1. SENAI (Brazil), SENATI (Peru) and GIZ (Germany): Triangular Cooperation for Vocational Training and Skills Development	27
2. Knowledge management on quality and equity in vocational training and its contribution to Decent Work in Latin America and the Caribbean (LAC)	30
3. Managing your Agricultural Cooperative – My.COOP	31
4. The Knowledge Management Facility	32
5. Capacity-building programme on humanitarian assistance, prevention of disasters prevention– Brazil – ILO Turin/ CPLP	34

III. Triangular Cooperation and Social Protection.	39
1. Extension of Social Protection Project (STEP/Portugal Phase II)	41
2. Sharing Innovative Experiences: Successful Social Protection Floor Experiences	43
3. Workshop on Social Protection and Coordination mechanisms, Togo	44
4. Assessment Based National Dialogue on Social Protection	46
IV. Triangular Cooperation and Social Dialogue.	51
1. Global Labour University (GLU).	52
2. Center for Information on Social Protection (Portugal, CPLP, ILO)	54
V. Conclusion.	57



Preface by Virgilio Levaggi

The signing of the Treaty of Versailles, which established the ILO, could be seen as the starting point of the democratization of the international relations that characterizes the last century, and in which the ILO has played its role. In September 12, 1978, in Buenos Aires, 138 states adopted the Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries, a step forward toward world governance through multilateralism.

Recent changes in the international landscape, such as the global economic downturn and the higher participation of countries from the South in development processes, has given South-South and triangular cooperation a major boost. ILO constituents and partners support South-South and triangular cooperation because it is guided by the principles of solidarity and non-conditionality, while promoting cooperation between developing countries, which is central to the mainstreaming of the Decent Work Agenda (DWA).¹ South-South and triangular cooperation are closely interlinked, and both must be seen as complementary to traditional North-South cooperation. New actors are shaping the development agenda and emerging countries are becoming strategic partners for other developing countries.

¹ The *ILO Declaration on Social Justice for a Fair Globalization* defines four strategic objectives: 1) Creating greater opportunities for women and men to secure decent employment and income; 2) Enhancing the coverage and effectiveness of social protection for all; 3) Strengthening tripartism and social dialogue; and finally 4) Promoting and realizing standards and fundamental principles and rights at work. These four strategic objectives are inseparable, interrelated and mutually supportive.

This shift in development cooperation has been ongoing since the late 70's, although South-South and triangular cooperation has gained greater visibility in the last decade. Since the *Buenos Aires Plan of Action* (1978) for promoting and implementing technical cooperation among developing countries (TCDC), new approaches to development cooperation with a greater emphasis on national and collective self-reliance have been adopted. Since then, the importance of technical cooperation among developing countries, currently referred to as South-South and triangular cooperation, has been reaffirmed by the great number of major conferences addressing this matter. The Nairobi Conference, held in 2009, placed South-South and triangular cooperation high on the political agenda and established the framework for cooperation among developing countries.

According to the ILO's GB (2012), South-South and triangular cooperation is a manifestation of solidarity among the countries and peoples of the South that contributes to their national well-being, national and collective self-reliance, and the attainment of internationally agreed development goals. South-South and Triangular Cooperation should not be seen as official development assistance, but as a partnership among equals based on solidarity, and it is not a substitute for, but rather a complement to, North-South cooperation. From this stems the concept of *"triangular cooperation"*, which is defined as *South-South cooperation supported by a Northern partner*.

A further reason that explains the growing importance of South-South and triangular cooperation is the economic factor. Many developing countries have undergone dramatic changes in recent years and their economic growth accelerated significantly. This growth allowed many middle-income countries such as Brazil, China, South Africa, Argentina, India, Mexico or Colombia to become active development partners and engage in South-South and triangular cooperation, providing other developing countries with financial or technical assistance. Much of the growing cooperation is between middle-income and low-income countries.

More recently, South-South and triangular cooperation became a key factor in the implementation of the new Sustainable Development Agenda 2030. The Agenda, which was unanimously adopted by all 193 Member States of the United Nations at the Sustainable Development Summit, in September 2015, sets 17 goals to eradicate poverty, promote social inclusion, guarantee gender equality and decent work, as well as protect the environment. It is worth noting that, from an ILO perspective, Sustainable Development Goal (SDG) number 8 makes a direct reference to the promotion of full and protective employment, in addition to decent work for all. The importance of South-South and triangular cooperation lies in what UN Secretary General Ban Ki-moon defined as the test

for the true commitment to the agenda: implementation. In this sense, SDG 17, states the need to strengthen the means of implementation, making direct reference to different means of cooperation and the aspect of complementarity among them. The idea of cooperation as a means to implement the SDGs was present in almost all statements of the Heads of State who attended the Summit. Brazil, for instance, emphasized the effectiveness of South-South and triangular cooperation in its traditional General Assembly opening speech. China, in its turn, pledged to donate 2 billion US dollars to South-South cooperation initiatives, by means of a fund to be capitalized to 30 billion US dollars by 2030.

This publication is aimed at underlying the growing importance of South-South and triangular cooperation for the ILO in promoting social justice and mainstreaming the Decent Work Agenda, with a particular focus on triangular cooperation. To achieve this purpose, the first part of the publication will address ILO's definition of triangular cooperation and the second part will provide a summary of good practices of successful triangular cooperation projects and activities that have been implemented in recent years in which the ILO has been involved.

The promotion of Social Justice through Decent Work for all is the ultimate goal of the International Labour Organization (ILO), the United Nations agency mandated to promote decent and productive work in conditions of freedom, equity, safety and human dignity. The ILO considers that labour and peace are closely linked and essential for prosperity and therefore promoting social justice is at the heart of the ILO's mandate.

The ILO identified four interrelated and mutually supportive strategic objectives of the Decent Work Agenda that underpin its activities: promotion of rights at work, encourage decent employment opportunities, enhance social protection and strengthen social dialogue, with gender as a cross-cutting theme.

To shape the future of work with human values is a major challenge. To face it, effective social dialogue is needed. Tripartism is one of the main features that the ILO has brought to the international relations scenario and its democratization. Almost a century ago, the participation of workers and employers organizations, in equal conditions than governments, in a global organization was a Copernican change. This characteristic of the ILO continues to be unique among the UN system and should play a key role in advancing the SDGs at global, regional, national and local levels.

As President Mandela once said: "the time to build is upon us" ... All of us, I will emphasize, because all of us are needed to build a better and evolved world with decent work for all human beings.

In the ILO we are convinced that development cooperation efforts should aim to harmonize South-South, North-North, North-South, South-North and

Triangular interventions. A cooperative multilateralism seems important in this stage of the World History to advance concrete improvements in people's working life.

Introduction: Understanding Triangular Cooperation

The report on South-South and triangular cooperation in the United Nations system (JIU/REP/2011/3)² -drafted by the United Nations Joint Inspection Unit and requested by the High-level Committee on South-South Cooperation- concluded that the definition of triangular cooperation and its understanding has been evolving over time. A study prepared by the United Nations Department of Economic and Social Affairs (DESA) in support to the 2010 *Development Cooperation Forum* (DCF) described triangular cooperation as:

“Northern development partners and donors, multilateral institutions or Southern partners providing cooperation to a Southern partner country to execute projects/programmes with the aim of assisting a third Southern partner country.”³

In February 2010, the General Assembly endorsed the *Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation*⁴ (A/RES/64/222). In this document, triangular cooperation is defined as:

² Report of the Joint Inspection on South-South and triangular cooperation in the United Nations system (JIU/REP/2011/3) www.unjiu.org/en/reports-notes/JIU%20Products/JIU_REP_2011_3.pdf.

³ Office of ECOSOC Support and Coordination, UNDESA, *South-South and Triangular Cooperation: Improving Information and Data*, (4 November 2009).

⁴ General Assembly Resolution: www.un.org/en/ga/search/view_doc.asp?symbol=A/RES/64/222.

“...support provided by developed countries, international organizations and civil society to developing countries, upon their request, in improving their expertise and national capacities through triangular cooperation mechanisms, including direct support or cost sharing arrangements, joint research and development projects, third-country training programmes and support for South-South centres, as well as by providing the necessary knowledge, experience and resources, so as to assist other developing countries, in accordance with their national development priorities and strategies.”

*The Framework of operational guidelines on United Nations support to South-South and triangular cooperation*⁵ states the following:

“Triangular cooperation involves Southern-driven partnerships between two or more developing countries supported by a developed country(ies)/ or multilateral organization(s) to implement development cooperation programmes and projects.”

In March 2012, the Governing Body of the ILO adopted a strategy to promote South-South and triangular cooperation which reaffirmed that South-South and triangular cooperation is paramount to the mainstreaming of the Decent Work Agenda. The Governing Body defined triangular cooperation as follows in its document *South-South and triangular cooperation: The way forward*.⁶

ILO'S DEFINITION OF TRIANGULAR COOPERATION

South-South and triangular cooperation should not be seen as official development assistance, but as a partnership among equals based on solidarity, and it is not a substitute for, but rather a complement to, North-South cooperation. From this stems the concept of **“triangular cooperation” which is defined as South-South cooperation supported by a Northern partner.**

⁵ *The Framework of operational guidelines on United Nations support to South-South and triangular cooperation* is a note by the Secretary-General submitted in compliance with decision 16/1 of the High-level Committee on South-South Cooperation; providing priority actions and performance indicators for UN organizations and agencies towards mainstreaming their support for South-South and triangular cooperation at the global, regional and national levels. http://ssc.undp.org/content/dam/ssc/documents/HLC%20Reports/Framework%20of%20Operational%20Guidelines_all%20languages/SSC%2017_3E.pdf.

⁶ GB.313/POL/7 www.ilo.org/wcmsp5/groups/public/@ed_norm/@relconf/documents/meeting-document/wcms_172577.pdf.

The Governing Body of the ILO adopted in 2012 a joint definition on South-South and triangular cooperation to highlight the importance of fostering these types of partnerships. Nevertheless, other UN agencies or bodies may prefer referring to South-South and triangular cooperation separately.

As a follow-up, the Governing Body of the ILO adopted performance indicators on the above-mentioned strategy in November 2012. Furthermore, the ILO's Programme and Budget Proposals for 2014–15 asserted that “*South-South and triangular cooperation (SSTC) will continue to feature prominently in the ILO technical cooperation strategy. It will provide an important mechanism to leverage resources and expertise, in particular by facilitating the transfer of knowledge and experience relevant to the world of work among emerging and developing countries.*”⁷

The contribution of development partners in triangular cooperation can be done in several forms, inter alia, financial contributions, exchange of experience and expertise, and/or providing technical assistance for capacity-building.

It must be noted that triangular cooperation is not only beneficial for the Southern partners, but for the Northern partners as well. As mentioned in the *Framework of operational guidelines on United Nations support to South-South and triangular cooperation*, the Northern partners are able to take advantage of increased institutional capacity in the South and to increase the impact of their aid and development cooperation disbursements by leveraging the resources of multiple developing countries partners. The framework also notes that developed countries have expressed support for a triangular cooperation approach to development as long as the cooperation process to achieve development results is South-driven. This reflects the idea that South-South and North-South cooperation practices are complementary. Such idea has paved the way for the conception of SDG 17, which establishes the need to strengthen means of implementation and revitalize the global partnership for sustainable development.

The Nairobi outcome document further identified the following normative and operational principles of South-South and triangular cooperation, which justify to a certain extent the growing success of this approach to development cooperation and the greater sustainability of the results achieved in South-South and triangular cooperation projects.

⁷ Programme and Budget Proposals for 2014–15 www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_211229.pdf.

HIGH-LEVEL MEETING OF THE GLOBAL PARTNERSHIP FOR EFFECTIVE DEVELOPMENT CO-OPERATION

The first Global Partnership High-Level Meeting was held in Mexico 15–16th April 2014. It reaffirmed the importance of effective development co-operation in meeting the MDGs and as a key part of the ‘how’ of the next global development framework. South-South and Triangular cooperation is one of the main focus areas of the meeting with several plenaries and focus session devoted to this modality.

Normative principles

- Respect for national sovereignty and ownership
- Partnership among equals
- Non-conditionality
- Non-interference in domestic affairs
- Mutual benefit

Operational principles

- Mutual accountability and transparency
- Development effectiveness
- Coordination of evidence-based initiatives and results-based initiatives
- Multi-stakeholder approach

As a consequence of these principles, triangular cooperation offers several advantages to development partners and guarantees the sustainability of the projects. To start with, there is enhancement of country ownership and of self-confidence as triangular cooperation is considered a partnership among equals. Conditions are not imposed and there is no interference in domestic affairs of other countries. On the contrary, it relies on the use of comparative advantages as it is demand-driven, and it offers solutions tailored to the needs of a particular country. In this sense, triangular cooperation can scale-up previous assistance and benefit from the lessons learned in other projects, which can later be replicated in countries with a similar context, and/or adapted to the needs of other developing countries. All these factors contribute in a positive manner to the effectiveness of the programmes, projects and activities carried out with a triangular approach. It should also be acknowledged that all

the partners involved in triangular cooperation also benefit from the constant exchange of information, knowledge-sharing and networking that takes place during any triangular activity.

GERMANY: GOALS IN ENGAGING IN TRIANGULAR COOPERATION

1. Improving the **effectiveness of development measures** through the complementary use and devote tailing of knowledge, experience and financial resources.
2. **Establishing worldwide development partnerships for development** and exerting a positive impact on regionalisation.
3. Jointly setting **global development agendas** and promoting the **sharing** of learning and experience on the principles of development cooperation and the ways in which it can impact.
4. **Replicating/disseminating experience** jointly gained through bilateral cooperation with global partners and in other developing countries.

Although South-South and triangular cooperation have significantly increased in the past decade, some challenges still remain. The absence of a common definition on triangular cooperation and the lack of collection of data make it difficult to find accurate data on this type of cooperation. On the one hand, countries do not report separately on triangular cooperation, and, on the other hand, it is often reported as South-South cooperation. In fact, often it is argued that South-South and triangular cooperation should not be included under Official Development Assistance (ODA). Another area that is still in need of improvement with regards to triangular cooperation is the lack of an institutional and normative framework. Some traditional development partners like Japan⁸ and Germany⁹ have policies on triangular cooperation,¹⁰ however many others still lack articulated policy frameworks. The formulation of comprehensive national policies on triangular cooperation would give it major boost, as it would underscore the political support on the part of the governments.

⁸ http://www.jica.go.jp/english/our_work/thematic_issues/south/c8h0vm0000011ncv-att/pamphlet01.pdf.

⁹ Position paper, Triangular Cooperation in German development cooperation www.bmz.de/en/publications/type_of_publication/strategies/Strategiepapier334_05_2013.pdf.

¹⁰ See “Beyond the ILO” Section at the end of this paper.

According to the 2012 Report of the OECD on triangular cooperation¹¹ other traditional development partners such as Spain, the Republic of Korea or the United States are establishing guidelines for triangular cooperation.

Furthermore, some developing partners also have guidelines for triangular cooperation. The Chilean Cooperation Agency (AGCI) in its 2011–2012 Annual Report¹² includes a section of triangular cooperation, where it is considered as “*one of the keystones of AGCI’s Cooperation Policy, as it leverage our resources and broadens our cooperation*”. In addition, Colombia included scaling-up of triangular cooperation as one of the strategic objectives of international cooperation in its National Strategy of International Cooperation 2012–2014¹³ of the Colombian Cooperation Agency (ACP).

JAPAN: TRIANGULAR COOPERATION

Japan International Cooperation Agency (JICA) considers that South-South and triangular cooperation are effective in:

1. **Disseminating** successful efforts including those achieved through Japan’s cooperation
2. Contributing to the **promotion of regional and global cooperation**.
3. **Complementing and supplementing bilateral cooperation** with the knowledge and experience of developing countries to achieve development results. Triangular cooperation initiatives are grouped under the umbrella of the Partnership Program, which is a comprehensive framework of activities and best practices established between JICA and a pivotal country in order to promote development initiatives in third party countries. SSTC is also promoted by JICA’s Asia-Africa Knowledge Co-Creation Program, which is a tool for both the discussion of approaches to development in the two continents and the implementation of capacitating initiatives.

Finally, it is important to note that the term *triangular cooperation* in this publication refers to the definition provided by the ILO (South-South-North

¹¹ OECD Report, 2012 – Triangular cooperation: what can we learn from a survey of actors involved? www.oecd.org/dac/dac-global-relations/OECD%20Triangular%20Co-operation%20Survey%20Report%20-%20June%202013.pdf.

¹² Annual Report 2011-2012 of the Chilean Cooperation Agency (AGCI). www.agci.cl/english/cpublica/cpublica_agci_2011_2012.pdf.

¹³ *National Strategy of International Cooperation 2012–2014, APC*. www.apccolombia.gov.co/recursos_user/ENCI-2012-2014/ESTRATEGIA%202012-2014-eng.pdf.

cooperation). Triangular cooperation should not be confused with cooperation that includes three development actors.

Understanding Good Practices

The current work aims at pulling together examples of good practices under the four pillars of the ILO's Decent Work Agenda that have been implemented with growing success in the front of triangular cooperation.

A good practice in South-South and triangular cooperation can be defined as a solution, technique or methodology that has proven effective in leading to a desired result in development at a particular country. Therefore, it has the potential to be effective in another country to whose context it can and should be adapted in order to increase its positive impact. Good practices can be reviewed and improved in different settings.

The good practices compiled in this publication fulfill the following selection criteria for South-South and triangular cooperation:

- **“Horizontal” dimension of cooperation:** cooperation between two or more ‘South’ countries that share similar geo-political and socio-economic standings and shared values for the future. Cooperation could be in the form of sharing knowledge, training manpower or replicating proven strategies in similar settings. Some guiding questions: Is this a practice that was allowed to be implemented based on principles of equality and international solidarity? One of the principles of South-South Cooperation is having horizontal relations of cooperation without conditionality, and based on non-discrimination and information sharing. Was this possible? Often Middle income countries (MICS) countries also contribute to Least Developed Countries (LDCs) in development cooperation modalities, which would be similar to traditional “North-South” cooperation. In order to be defined as “South-South Cooperation”, the criteria mentioned in the Nairobi Declaration (2009) should be met: principles of demand-driven international solidarity.
- **“Triangular” dimension of cooperation:** cooperation of one ‘Northern’ country and two or more ‘Southern’ countries. Assistance from the North could be in the form of financial contribution or technical expertise at the demand of developing countries engaging in South-South exchanges.
- **Innovative:** What is special about the practice that makes it of potential interest to others? Note that a practice need not be new to fit this criterion. Practices at this level may not be substantiated by data or formal evaluation, but they have been tried and a strong logical case can be made about their effectiveness, in accordance with the criteria listed above.

- **Adaptability/Replicability:** Is this a triangular cooperation practice that can be adapted in similar situations or settings? Have they proven to be successful, with demonstrable results? Although the practice is localised, it has characteristics that are transferable to other settings or situations.
- **Sustainability:** Is the triangular cooperation practice and/or its benefits likely to continue in some way, and to continue being effective, over the medium to long term? This could involve continuation of a project of activity after its initial funding is expected to expire or the creation of new attitudes, attitudes, ways of working, mainstreaming of development cooperation in the field of decent work considerations, creation of capacity, etc. that could represent legacies of a particular practice and interactions between countries.

The ILO is fully committed to the promotion and sharing of good practices amongst constituents, given that good practices are a useful tool for knowledge sharing among all the stakeholders involved in cooperation processes. The ILO has been successfully engaged in triangular cooperation for several years and is aware of the opportunities that this approach to development cooperation plays in pursuing its mandate and fulfilling mission. Triangular cooperation provides the ILO with the appropriate means to implement the Decent Work Agenda and triangular cooperation strategies are being included in Decent Work Country Programmes. The role that the ILO plays in triangular cooperation is prominent due to its tripartite structure, which is in line with the intrinsic multi-stakeholder approach of triangular cooperation. Tripartism makes the ILO a real platform for consensus building and cooperation between social actors while encouraging good governance, advancing social and industrial peace and stability, and boosting economic progress.¹⁴

The ILO has been engaged in triangular cooperation in different ways. In some instances, the ILO has been the facilitator who brings together actors and help partners to build consensus on certain matters. ILO has also coordinated

¹⁴ The ILO commitment to South-South and triangular cooperation is in line with the TCPR 2007 review, the Accra Agenda for Action and the Doha Conferences on Aid Effectiveness in relation to engagement in greater ownership and national-led processes, and with the ILO Declaration on Social Justice for Fair Globalization (2008), which invites Member States to achieve the ILO strategic objectives through “interdependence, solidarity and cooperation among all Members of the ILO.” It also constitutes a key action area for the attainment of the MDGs and the pursuit of UN reform. The growing linkages between the DWA and country UN Development Assistance Frameworks (UNDAFs) are the building blocks of South-South and triangular cooperation, and help to facilitate in-country activities and horizontal collaboration between agencies and countries. The QCPR 2012 also reaffirmed the strategic importance of South-South Cooperation and triangular cooperation.

projects, provided technical expertise or has contributed to knowledge sharing. The good practices included in the following section present a good overview of triangular projects and activities, grouped according to the ILO's four strategic objectives.

Triangular Cooperation and Fundamental Principles and Rights at Work

The ILO defines labour rights and seeks to guarantee them and improve conditions for workers by establishing a system of international labour standards expressed in the form of Conventions and Recommendations, which cover all major aspects of the world of work. These are basic human rights and a central platform of decent work. Through over three hundred Conventions and Recommendations related to the world of work, the ILO maintains a system of international labour standards that is an essential component of the international legal framework for ensuring fair globalization for all. Social standards promote a level playing field in the global economy, provide safety in times of crisis, and are crucial in advancing a rights-based approach to labour issues.

For example, promoting and ensuring the application of the Conventions on combating child labour¹⁵ through South-South Cooperation and triangular cooperation has proven an effective strategy by sharing the experience of countries that have successfully and significantly decreased their numbers of working children. Child labour, especially in its worst forms, is more prevalent where poverty dominates, social instability reigns, education is deficient, and no safety nets are in place. The International Programme on the Eradication of Child Labour (IPEC) of the ILO has undertaken some important triangular

¹⁵ These are the Minimum Age Convention, 1973 (No. 138), and the Worst Forms of Child Labour Convention, 1999 (No. 182).

cooperation initiatives to promote knowledge sharing and research on child labour and youth employment, education, health, social protection, conditional cash transfers and vocational training.

Guaranteeing rights at work is one of the ILO's four strategic objectives. Under the overall framework of this objective, the ILO focuses on: 1) the right to freedom of association and collective bargaining; 2) elimination of forced labour; 3) elimination of child labour and its worst forms; 4) elimination of discrimination in employment and occupation.

The following initiatives offered a good understanding of the comparative advantage of using a triangular cooperation approach to development.

1. Protecting children from child labour during the Early Recovery Phase in Haiti

Implementation dates: March 2011–September 2014

Description of the triangular cooperation good practice

The project *“Protecting children from child labour during the Early Recovery Phase”* is aimed at contributing to the protection of children and adolescents from child labour during the early recovery and reconstruction phase in Haiti after the earthquake of January 2010. With the support of the government of Brazil (through ABC, Brazilian Cooperation Agency) and the United States Department of Labour (USDOL), the project aimed at increasing the knowledge base and raise the awareness of key actors on child labour in Haiti, strengthening the institutional capacity of key actors to combat child labour, and at promoting social dialogue as a tool to eliminate child labour in Haiti, developing models for the creation of decent work opportunities for adolescents in reconstruction sector in target communities.

Scope of cooperation

ILO and its International Programme on the Elimination of Child Labour (IPEC) have been involved in the prevention and eradication of child labour in Haiti since 1999. Haiti has ratified the ILO Conventions on Minimum Age, 1973 (no. 138¹⁶) and on the Worst Forms of Child Labour, 1999 (no. 182¹⁷).

¹⁶ *Minimum Age Convention*, 1973 (No. 138) www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C138.

¹⁷ *Worst Forms of Child Labour Convention*, 1999 (No 182) www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO:12100:P12100_INSTRUMENT_ID:312327:NO.

The Brazilian Cooperation Agency and the US Department of Labour have actively supported ILO activities on child labour elimination in recent years, which has allowed them to develop a strong expertise in this area. Successful initiatives developed in Brazil and supported by the International Programme on the Elimination of Child Labour (IPEC) of the ILO have been adapted to Haiti. The technical support of Brazilian institutions was key in this project as well as the lessons learned from previous and ongoing ILO/IPEC interventions, mainly sponsored by the US Government, to combat the worst forms of child labour in Brazil. The project also benefited from prior USAID projects providing skills training to youth, e.g. the “Haiti Out-of-School Youth Livelihood Initiative” (IDEJEN), which focused on improving the livelihoods of out-of-school youth and providing education services through training centres.

HAITI AND IBSA: POTENTIAL TRIANGULAR COOPERATION (2015–2017)

In the context of the India, Brazil, South Africa Forum (IBSA), a new project, in partnership with the ILO, has been established for the period of 2015–2017. It aims at promoting the socio-economic integration of vulnerable children and youth by means of mutually reinforcing interventions. Professional training, job placement, entrepreneurship and citizenship development practices will be implemented to enhance living conditions of young individuals (14 – 30 years old) who are victims of labour exploitation. It will involve community leaders in an effort to disseminate citizenship and democratic values whilst strengthening institutions at the local level. The project is innovative for it brings about the participation of Brazilian NGO Viva Rio (<http://vivario.org.br/en>), which has extensive experience in building up citizenship in lower-income communities in Brazil. This gives the project an aspect of replicability given that it focuses the areas of Bel Air and Cité Soleil. The sustainability lies in the fact that it is oriented to the capacitation of community leaders, who will replicate knowledge acquired. Whereas it stands a South-South project, given that it is a collaboration between the IBSA and Haiti, it paves the way for triangular practices. In fact, the Government of Norway has a similar project, in which local leaderships are participant and South partners contribute by replicating similar experiences and knowledge. This is a great triangular cooperation opportunity for Norway – Brazil – Haiti – cooperation for the promotion of the DWA.

ILO/IPEC has been acting as a facilitator in the sharing of experiences, which was very relevant for the current project, as it served a solid resource for the Haitian ILO constituents. ILO’s technical expertise on labour issues related to construction and reconstruction activities through the ILO’s Sectoral Program

along with its broad network of partners and stakeholders, were pivotal in the collaborative efforts with national and international actors, necessary for achieving the goals of the project.

In Haiti, the IPEC activities financed by the Brazilian government¹⁸ ensured the active participation of Brazilian governmental institutions, workers' and employers' organizations in actions in the country as well as those Brazilian institutions with particular expertise in construction, such as the Brazilian Chamber for the Construction Industry. Triangular cooperation activities with international organizations of social partners were also essential, such as, the Global Trade Union Federations, Building and Woodworkers International and Education International, and employers' associations affiliated with the International Organization of Employers.

Impact of the project

One of the main project's achievements included the establishment of a National Tripartite Committee for the Prevention and Elimination of Child Labor and its official recognition by the Minister of Social Affairs and Labor on June 2012; the designation of representatives from the private sector, unions and government to sit on the Committee; the development of terms of reference for the Committee; and the launch of a consultative process for the determination of a national list of hazardous work for children in Haiti. The final objective was the elaboration and implementation of a National Action Plan against Child Labor with all sectors of Haitian society, which represented a major step towards institutional recognition of the issue as well as an obligation under Convention 182.

Why is this triangular practice innovative, sustainable and/or replicable?

This triangular cooperation practice was innovative as it was strengthening the institutional machinery in Haiti, which did not exist. Institutional building was intended to generate an effective State response to child labor in Haiti, benefiting the most vulnerable children.

Furthermore, the institutional fabric was the key for the sustainability of the project: strengthening the permanent institutions which will remain after the project end. Thus, in the part related to skills development for youth employment, the project ensured that what was developed was embedded in existing centres and institutions for vocational training, for the models developed to remain and seeking a multiplier effect through the training of trainers.

¹⁸ The existing activities in Haiti have partnered with the Ministry of Social and Labour Affairs and Trade Unions. In these, concerns are focusing on the situation of child labor in reconstruction efforts and the protection of separated and orphaned children from abduction, trafficking and sexual exploitation.

This triangular cooperation initiative had the potential to stimulate and foster the formulation and implementation of similar projects in other developing countries, as well as to serve as solid basis for further expansion of the fight against child labour in Haiti.

Contact

ILO, [International Programme on the Elimination of Child Labour \(IPEC\)](#)

Email: ipec@ilo.org

2. Support to national efforts towards a Child Labour-free State, Bahia-Brazil and the Caravana Catavento PALOP: Pinwheel

Implementation dates: September 2010–June 2014

Description of the triangular cooperation good practice

The Project entitled “*Support to national efforts towards a Child labour-free State, Bahia – Brazil*”, also known as “Bahia Project” or “Cata-vento Project” was implemented from September 2010 to November 2013. It was financed by the United States Department of Labour (USDOL) and implemented by the ILO through the International Programme on the Elimination of Child Labour (IPEC). In December 2011, a project involving the Brazilian Cooperation Agency (ABC), the ILO, the United States of America and the PALOP countries (Portuguese-speaking African countries) was approved with a view to supporting the Caravana Cata-vento PALOP from June 2012 to June 2014.

Scope of cooperation

The Caravana Catavento (“Pinwheel”) started in Brazil as a civil society campaign at local and regional level to mobilise the political will to adopt strategies to tackle child labour. The social mobilisation strategy initially covered 18 municipalities of the State of Bahia, and subsequently extended into its 26 Identity Territories. It soon became an important and symbolic political framework which led to the signing of a Commitment to initiate government actions against child labour. On that occasion, the Catavento¹⁹ became the icon of the social movement.



¹⁹ The Catavento is the colourful pinwheel (blue, red, green, yellow and orange) selected as symbol for the Brazilian Caravan against child labour.

The State Forums for the Prevention and Elimination of Child Labour were responsible for the articulation of the movement at state and national levels, as well as for the planning, organisation, mobilisation of children, youth and institutions, resource mobilisation, participation of social media and governors in the National Caravan March.²⁰

Different aspects of the methodology of the Bahia project, i.e., the popular march and active identification; were later used as South-South cooperation initiatives in countries such as Angola, Mozambique, Guinea-Bissau, Cape Verde and São Tomé and Príncipe.

The Community of Portuguese Language Countries (CPLP) and the Brazilian Cooperation Agency (ABC) cooperated with governments and social partners in the Portuguese-speaking countries to jointly support the “Caravan Africa Free of Child Labour” (Caravana Cata-vento por uma África Livre do Trabalho Infantil). In the Sub-regional Tripartite Conference on Child Labour in Portuguese speaking Countries that took place in December 2012 in São Tomé and Príncipe, the Brazilian Cooperation Agency committed to providing resources to the ILO for initiating national processes of Marches in PALOP countries and Timor Leste.²¹

Impact of the project

In Bahia, the project achieved the goal of helping nearly 16.500 children and their families to benefit from public policies related to child labour.²² Due to these good results, expectations were high with regard to successfully exporting this model to the Portuguese-speaking countries in Africa (PALOP), especially taking into account the efforts and significant work being devoted by the concerned states to combating child labour.

It must be noted that since 2010, triangular cooperation between the ILO, Brazil and the United States to combat child labour in Portuguese-speaking countries in Africa has provided these countries with technical and financial assistance to organise sub-regional workshops²³ to exchange experiences. Since then, Portuguese-speaking countries in Africa have undertaken several initiatives under this framework, including meetings and seminars to discuss and draft National Plans against child labour, lists of dangerous activities,

²⁰ <http://www.fnpeti.org.br/publicacoes/fnpeti-1/arquivos-das-publicacoes/CaravanaMiolo.pdf>.

²¹ <http://www.cplp.org/Default.aspx?ID=3075&PID=8357&M=NewsV2&Action=1&NewsId=2314>.

²² ILO – “Support to national efforts towards a Child Labour-free State, Bahia-Brazil” Project – Independent Final Evaluation – fevereiro de 2013.

²³ <http://www.cplp.org/id-3119.aspx>.

codes of conduct for the business sector as well as activities involving children and schools.

Why is this triangular practice innovative, sustainable and/or replicable?

This project illustrates the relevance of South-South and triangular cooperation and the sharing of good practices, which often lead to the replication of a successful practice in another country or group of countries, as in this case.

Although the project was initially conceived to combat child labour in Bahia, with the support of the US Department of Labour, it was soon exported to the Portuguese-speaking countries in Africa and Timor Leste, based on the goals of communicating with social partners and building horizontal capacity. Furthermore, this cooperation practice fosters public visibility, thus raising awareness on the issue child labour. In Brazil, over 600 institutions mostly related to the State Fora for the Prevention and Elimination of Child Labour²⁴ participated in the March, such as public organisations, NGOs, trade unions, private sector entities and faith-based institutions.

The Caravan has proved to be an effective tool for articulating the social partners and the mobilisation as well as a starting point for a more comprehensive strategy to combat child labour. Therefore, in August 2013, representatives of the workers and employers signed the Brasilia Bipartite Declaration of 2013,²⁵ where they expressed their support for the *“implementation of the ‘Caravan Africa Free of Child Labour’ in each member state of the Community of Portuguese Language Countries, with the support of the International Programme for the Elimination of Child Labour (IPEC) and the South-South and triangular cooperation (SSTC) of the ILO and the tripartite partners.”*

Contact

ILO, [International Programme on the Elimination of Child Labour \(IPEC\)](#)

Email: ipec@ilo.org

²⁴ <http://www.fnpeti.org.br/publicacoes/fnpeti-1/arquivos-das-publicacoes/CaravanaMiolo.pdf>.

²⁵ *Brasilia Bipartite Declaration of 2013*. www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/publication/wcms_220155.pdf.

3. Consolidating and Disseminating Efforts to Combat Forced Labour: US-Brazil- Peru triangular cooperation

Implementation dates: December 2012–December 2016

Description of the triangular cooperation good practice

Consolidating and Disseminating Efforts to Combat Forced Labour in Brazil and Peru is a project aimed at strengthening efforts to combat forced labour in Brazil, and to disseminate and share Brazilian good practices and lessons learned through South-South Cooperation with Peru. The United States Department of Labour (USDOL) funds the project, and the ILO will provide technical assistance and administrative oversight through its field offices and the relevant units at Headquarters.

The project is an example of triangular cooperation as it relies on horizontal cooperation between Brazil and Peru to combat forced labour, builds on ILO technical cooperation projects, responds to a request from the Peruvian government for assistance and is supported by the United States.

Scope of cooperation

The project is a good example of triangular cooperation. Since its planning phase stakeholders have been involved in the design of the project. A one year consultation process to define the areas of intervention of the project took place from October 2012 to September 2013 with key actors and stakeholders in Brasília, Mato Grosso, São Paulo and Peru. This consultation allowed the parties involved to better identify and express their demands on technical cooperation with a view to aligning them with their normative framework and priorities in combating forced labour, which reinforced the efficiency of the project.

Impact of the project

The main project objectives are:

1. Increased knowledge on forced labour among key stakeholders in Brazil.
2. Increased social dialogue and institutional capacity for public policy implementation to eradicate forced labour at the national and state levels in Brazil.
3. Increased engagement of the private sector and employers' organizations to combat forced labour in Brazil.
4. Reduced socioeconomic vulnerability of groups susceptible to forced labour in project's intervention area.
5. Improved policies to combat forced labour in Peru.

COOPERATION BETWEEN THE BRAZIL AND UNITED STATES OF AMERICA ON TRIANGULAR COOPERATION:

Memorandum of Understanding between the US Department of Labour and the Ministry of labour and Employment of Brazil on Labour Cooperation: this agreement was signed to *“promote hemispheric collaboration on labour issues and strengthen cooperation (...) including promoting employment, providing social protection, protecting labour rights and strengthen social dialogue, pursuant to the Hemispheric Decent Work Agenda.”*

Memorandum of Understanding between the Government of Brazil and the United States of America for the implementation of technical cooperation activities in third countries in the field of Decent Work: an agreement was signed between the governments of both countries to promote activities in areas related to the Decent Work Agenda of the International Labour Organization. As established in the Agreement, the cooperation activities will be carried out by the Brazilian Cooperation Agency (ABC) of the Brazilian Ministry of External Relations and the United States Department of State and Department of Labour.

Why is this triangular practice innovative, sustainable and/or replicable?

As explicitly mentioned in the latest report of the project, the consultation process that took place in Brazil and Peru will guarantee that results are jointly produced and activities are sustained once project activities are finalized. The involvement of the key stakeholders in the project development gives proof of their commitment to combating forced labour.

This triangular practice is replicable as Peru itself is drawing upon Brazil's experience and lessons learned and adapting them to its particular country situation. Hence, other countries which show a firm commitment as Peru could benefit as well from horizontal cooperation mechanisms at regional or international levels.

Contact

ILO, Luiz Machado, Project Director

ILO's Special Action Programme to Combat Forced Labour

Email: machado@ilo.org

4. Supporting actions to meet the 2015 targets to eliminate the worst forms of child labour in Lusophone countries in Africa through knowledge, awareness raising and South-South Cooperation

Implementation dates: December 2010–June 2014

Description of the triangular cooperation good practice

The project *“Supporting actions to meet the 2015 targets to eliminate the worst forms of child labour in Lusophone countries in Africa through knowledge, awareness raising and South-South Cooperation”* has fostered the exchange of practices between Brazil and Portuguese-speaking African Countries. The project is financed by the United States Department of Labor (USDOL) and the Brazilian Cooperation Agency (ABC).

IMPACT OF THE PALOP PROJECT ON INCREASING CAPACITIES TO TACKLE CHILD LABOUR

Knowledge sharing between PALOP states with the support of Brazil and the US has made it possible to establish networks and capacity building initiatives, and to consolidate existing legislation and establish the concept of child labour in the five countries by identifying policy and legislation gaps. For example, a comparative study on the implementation of the Minimum Age Convention, 1973 (No. 138) and the Worst Forms of Child Labour Convention, 1999 (No. 182) was initiated and finalised in 2013. Bearing in mind a similar experience undertaken in Brazil in the context of MERCOSUR, the consolidation of provisions for child labour prevention within existing national legislation was deemed necessary to define robust National Action Plans (NAPs). The project has also improved the capacity of constituents and key stakeholders in the five PALOP states to understand their role in the national efforts to combat child labour. The various stakeholders participating in the project, as well as the establishment of tripartite committees, have been key factors in raising awareness of child labour issues and increasing commitment to combat and prevent child labour.

The project is aimed at developing a National Action Plans as the main strategy for the elimination of child labour and establishing tripartite committees as the main strategy for the prevention of child labour and drafting a list of hazardous activities for children. The key stakeholders involved in the project are government institutions. The tripartite committees in each country which

are represented by the Ministry of Labour, workers and employers, the ILO as a facilitator, and the US Department of Labor and the Brazilian Cooperation Agency. Finally, The Community of Portuguese Language Countries (CPLP) plays a key role, since it represents an essential forum that helps strengthen South-South and triangular cooperation mechanisms, particularly with Portuguese-speaking countries in Africa.²⁶

Scope of cooperation

This is a two-year project with the objective to help accelerate the pace of eradication of child labour in Angola, Cape Verde, Guinea-Bissau, Mozambique and São Tomé and Príncipe, by means of supporting the development, revision and strengthening of National Action Plans in the Portuguese-speaking African Countries and establishing consultation mechanisms to address the issue of child labour.

The project is a triangular cooperation initiative as the US Department of Labour and the Brazilian Cooperation Agency support horizontal exchanges between Portuguese-speaking countries to combat and prevent child labour. The Community of Portuguese Language Countries (CPLP) also provides a solid platform for cross-country learning and mobilization.

The project helps to combat child labour with an innovative approach, as it supports action to meet the 2015 targets to eliminate the worst forms of child labour in Portuguese-speaking countries in Africa through knowledge, awareness raising and South-South Cooperation. Furthermore, it supports activities on child labour that are planned and implemented by tripartite committees in the different countries and supported by national institutes addressing children's interests. The project has also encouraged joint meetings in Portuguese-speaking countries in Africa to share lessons learned and jointly prepare for the Third Global Meeting on Child Labour held in Brazil, in October 2013.

Why is this triangular practice innovative, sustainable and/or replicable?

This triangular cooperation project in Portuguese-speaking countries in Africa, involving Brazil and the United States, and supported by the Community of Portuguese Language Countries and the ILO, is a valuable experience that combines horizontal capacity building supported by the political process with the active participation of civil society.

The project methodology was innovative as it was conceived as a social intervention strategy thoroughly prepared, which is very appropriate to address

²⁶ The CPLP (<http://www.cplp.org/>) must be distinguished from the PALOP states since it also includes Brazil, Portugal and Timor Leste.

problems entrenched in society. The materials in Portuguese and the lessons learned from the previous Brazilian experiences were key elements of the project.

The project focused on the promotion of sustainability since the beginning of the implementation phase, as it pursued the commitment of partner institutions and local representatives to ensure the continuation of the benefits beyond the project end. As explicitly mentioned in the project document, the project sustainability is underlined through the following measures:

- 1) PALOP institutional strengthening, through capacity building and management and public staff training, employers, workers and traditional community leaders, besides an effort for the acceptance by the Public Local Power and from the many sectors of the local society;*
- 2) Capacity building of Education professionals in order to turn them into trainers on the basic information about child labour and their involvement on the active identification of children in child labour situation;*
- 3) Mobilization of PALOP leaders for the inclusion of child labour sensitive topics in their national agendas and the progress evaluation goals established for the African continent for 2015; and lastly,*
- 4) Children's and adolescents' protagonism in the social process that will act as mobilization agents in their households and communities in the construction of a new public opinion that does not tolerate child labour.*

Contact

ILO, International Programme on the Elimination of Child Labour (IPEC)
Email: ipec@ilo.org

REGIONAL INITIATIVE: LATIN AMERICA AND THE CARIBBEAN FREE OF CHILD LABOUR BY 2020 (SUPPORTED BY SPAIN AND BRAZIL THROUGH TRIANGULAR COOPERATION)

Within the framework of the II face-to-face meeting of the network of focal points; the round table of South-South cooperation was considered as a suitable space to jointly analyse the situation of child labour in the region, assess the efforts that are conducted from the countries and renew joint commitments to realize the responsibility that countries and societies, within the framework of the objectives of the Post-2015 Agenda, with a view to suppress child labour by 2025.

Latin America and the Caribbean is a region with a long cycle of economic growth that has impacted positively on improving social indicators, however, child

Box continued on page 23

Box continued from page 22

labour persists, constituting an alert signal which must respond urgently. The "Regional Initiative for Latin America and the Caribbean free of child labour" is a commitment countries of the region have engaged to accelerate the pace of eradication of child labour. As an innovative instrument of cooperation; it seeks to consolidate and make sustainable progress, propose new ways of addressing the problem and ensure the full exercise of the rights of children and adolescents in the region.

The Second Focal Point Meeting of the Regional Initiative of Latin America and the Caribbean to eliminate child labour by 2020 served to reach an agreement between countries on the operating structure of the Initiative, the priority areas to be addressed in each country, and the mechanism to reach this goal. Since this Initiative emerged from the South, mechanisms such as South-South and triangular cooperation were highlighted as the main strategic ways to address child labour in the region. Other mechanisms addressed during the meeting were public-private partnerships, partnerships with traditional development partners, and inter-institutional coordination at the local national and local levels.

Some Objectives:

- To establish a space for dialogue and commitments of support for the acceleration of the eradication of child labour in Latin America and the Caribbean on the part of the partners of South-South Cooperation.
- Perform a balance sheet of the work done by the Network of Focal Points of the Regional Initiative and planning work for the period 2015-2016.
- Reinforce the platform for South-South and triangular cooperation in several areas linked to combating child labour, including, labour inspection, local economic development and City-to-City (C2C) Cooperation, migration, rural employment of children, vocational training as an alternative to child labour, among others (http://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/publication/wcms_222208.pdf).

Triangular Cooperation, Job Creation and Employment



Create greater opportunities for women and men to decent employment and income is one of the four strategic objectives of the International Labour Organization. The current financial crises has underscored the important role that employment plays in people's lives and the need to place job creation and employment high in the political agenda to counteract the effects of the global economic downturn.

Global unemployment has reached historically high levels. Accordingly, there is a greater need to put employment at the core of economic and social policies. Productive and freely chosen employment is at the centre of the ILO's mandate, and the Organization is committed to full employment, carries out research, and takes part in international discussion of employment strategies. The ILO identifies policies that support the creation of decent work and income. These policies are formulated in a comprehensive Global Employment Agenda²⁷ developed in consultation with the three sets of ILO constituents.

Key elements of the Global Jobs Pact (GJP)²⁸ were reaffirmed in the 2030 Agenda, and were designed to guide national and international policies aimed at stimulating economic recovery, generating jobs and providing protection to working people and their families. Adopted at the 2009 International Labour Conference, the GJP represented a wide-ranging response to an economic crisis ever adopted by the ILO. It called on governments and organizations

²⁷ <http://www.ilo.org/employment/areas/global-employment-agenda/lang--en/index.htm>.

²⁸ <http://www.ilo.org/jobspact/lang--en/index.htm>.

representing workers and employers to work together to collectively tackle the global jobs crisis through policies in line with the ILO's Decent Work Agenda.

Some of the initiatives proposed under the triangular modality that would make it possible to mitigate the effects of the crisis by putting employment and social protection at the core of recovery policies, include identifying role models in developing countries and sharing their experience with others. Important areas of contribution to knowledge sharing on the Decent Work Agenda and promotion of the Pact include:

- *Sharing good practices in the formulation and adaptation (or replication) of micro-finance schemes* to face the rising levels of unemployment and loss of jobs among vulnerable groups;
- Sharing experience on new incentives and *mechanisms for enterprise creation*, especially SMEs, which in developing and developed countries constitute the largest part of the sustainable and growth-generating employment base;
- *Promoting the replication and adaptation of employment guarantee programmes/schemes in developing countries* and can be especially cost-effective in the face of a crisis;
- *Sharing of youth employment schemes*, given that young men and women are most likely to be affected by growing unemployment and precarious jobs.

Within the framework of the promotion of the Decent Work Agenda, sharing experience of how developing countries have protected themselves from the crisis has become a high-priority issue in national agendas. The ILO is helping national public employment services expand their job-matching, counselling and training services to new jobseekers and to connect enterprises to programmes that can help them avoid lay-offs, in many cases through the exchange of national experience.

In addition, with a view to supporting South-South knowledge sharing, the ILO has been collaborating with ASEAN, based on a Cooperation Agreement signed by the two organizations in 2007, in the various areas of employment and decent work, including core labour standards, youth entrepreneurship, labour market analysis and statistics, and occupational safety and health. Japan, through triangular cooperation, has been financing a project on an “ASEAN-focused Labour Market Programme” (2009) supporting South-South initiatives in Asia. The good practices below contain a snapshot of initiatives that have been effective in promoting job creation and employment, and which have the potential to be replicable.

Under the overall framework of this objective, the ILO focuses particularly on the following outcomes: 1) more women and men have access to produc-

tive employment, decent work and income opportunities; 2) skills development increases the employability of workers, the competitiveness of enterprises, and the inclusiveness of growth; and lastly, 3) sustainable enterprises create productive and decent jobs.

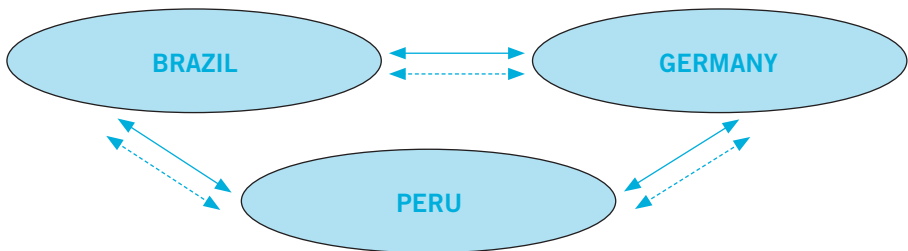
The good practices described below contain a snapshot of triangular initiatives that have been effective in promoting job creation and employment, and which have the potential to be replicable.

1. SENAI (Brazil), SENATI (Peru) and GIZ (Germany): Triangular Cooperation for Vocational Training and Skills Development

Description of the triangular cooperation good practice

Vocational training and skills development is a good way to provide people with greater opportunities to access decent work. The Centre for Environmental Technologies (CTA by its Spanish acronym, *Centro de Tecnologías Ambientales*) based in Peru was created with the objective of training professionals in areas related to clean production and environmental conservation and to offer environmental technology companies market-oriented training and professional development as well as other services.

The Centre for Environmental Technologies is the result of a triangular partnership among the National Service for Industrial Apprenticeship of Brazil (SENAI²⁹), the Vocational Training Institute of Peru (SENATI³⁰) and the German Cooperation Agency (GIZ³¹).



Level of Complementarity

- ◀—▶ Strong interest between organizations
- ◀- - -▶ Strong interest between governments

²⁹ SENAI www.senai.br/portal/br/home/index.aspx.

³⁰ SENATI, Peru www.senati.edu.pe/web/.

³¹ German Cooperation Agency www.giz.de/en/.

SENAI has jointly worked jointly with the ILO to promote knowledge-sharing and experience-sharing to strengthen vocational training, in particular through the Inter-American Centre for Knowledge Development in Vocational Training (ILO-Cinterfor), which has been supporting triangular cooperation in vocational training in Latin America since the 1950s.

GERMANY – THE GIZ

The GIZ established the Regional Fund for the Promotion of Triangular Cooperation in Latin America and the Caribbean. Partner countries in other regions may also be beneficiary countries. The added value for all participants and particularly the demand in the recipient country must be clearly identifiable, and the objectives must coincide with the development policy priorities of all of the partners involved. The egalitarian nature of the partnerships is also reflected by the balanced financial contributions of the Latin American providers to the triangular projects. The regional fund makes Germany unique among the traditional actors: the Fund's regional approach – so far unique – underscores the importance that the region has for Germany, for example regarding global themes in the area of climate and the environment as well as good governance. Together with Mexico and Chile, Germany is strengthening the sustainability of production and consumption in Colombia and Peru within the framework of the Pacific alliance. In Bolivia, Colombia is working together with Germany to bolster indigenous justice. Chile, Dominican Republic and Germany: Youth employment in rural and urban areas in the Dominican Republic (2014–2016) stands out as an example of ILO related cooperation.

Scope of cooperation

The different stakeholders involved in the triangular cooperation project that launched the partnership to develop the Centre for Environmental Technologies in 2010 have all contributed in a different way. Peru's SENATI is responsible for the construction of the building and the project coordinator. The Brazilian Agency for International Cooperation (ABC) is coordinating Brazil's contribution and also provided political orientation and guidance on the design of the triangular cooperation model. The National Service for Industrial Apprenticeship (SENAI) of Brazil was the knowledge and technology provider as well as the implementing organization. The German Cooperation Agency (GIZ) provided environmental policy guidance, technical advisory services and budgetary contribution, and advised on establishing international networks and partnerships, including those with the private sector.

Impact of the triangular practice

The project was aimed at training specialist staff on environmental technology and to develop the provision of relevant market services, such as laboratory testing, advisory services or applied research.

The participation of several institutions in this triangular partnership has been a key factor for the successful creation of the Centre for Environmental Technologies. The results achieved include, inter alia, the recruitment of national experts by the Centre, the provision of training courses in socio-environmental communications, energy efficiency, waste disposal of residual materials, environmental impact management and evaluation tools. Furthermore, since mid-2012 the Centre for Environmental Technologies is offering a three-year initial training course for environmental technologists in order to satisfy the demand of Peruvian industries.³²

Why is this triangular practice innovative, sustainable and/or replicable?

The triangular partnership that led to the creation of the Centre for Environmental Technologies has proved to be an effective tool to enable technological transfer strategies from Brazil and Germany to the Peruvian Vocational Training Institute (SENATI).

The project is sustainable as the SENATI, which is the Training Centre coordinating the project, has been developing its activities since 1961 and it is recognised as an excellent knowledge hub not only in Peru and in the region of the Americas, but also at the international level.

PROJECT/INITIATIVE INFORMATION

<http://www.senati.edu.pe/web/servicios/centro-de-tecnologias-ambientales-cta>
<http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=37888185>
http://www.ilo.org/pardev/south-south/WCMS_220453/lang--en/index.htm#Solution5
<http://www.portaldaindustria.com.br/senai/>

Contact

cta@senati.edu.pe

The triangular arrangement used for the establishment of this Centre devoted to environmental technologies could be applicable to other subjects and replicated in other countries, especially if they rely upon a solid partnership between different institutions with the will to foster cooperation.

³² German Cooperation Agency, www.giz.de/en/worldwide/12952.html.

2. Knowledge management on quality and equity in vocational training and its contribution to Decent Work in Latin America and the Caribbean (LAC)

Implementation dates: June 2008–May 2011

Description of the triangular cooperation good practice



The project *Knowledge management on quality and equity in vocational training and its contribution to Decent Work in Latin America and the Caribbean* was initiated in June 2008 and concluded in May 2011. Its main objective was to strengthen vocational training institutions in the region thanks to the integration of methodologies and strategies previously used by the stakeholders. Hence, it is a triangular cooperation project as it fostered exchanges between Latin American Countries and was supported and funded by the Swiss Agency for Development Cooperation. The executor was the Inter-American Centre for Knowledge Development in Vocational Education (ILO/CINTERFOR), which has been promoting South-South and triangular cooperation through a regional knowledge-sharing platform and network for skills development policies since the 1960s.³³

Scope of cooperation

The project was implemented to match the demands of LAC vocational training institutions for a virtual platform to enable exchanges of good practices.³⁴ With the ILO/CINTERFOR responsible for the execution, South-South and triangular cooperation took place due to the commitment of the LAC countries involved. The ILO Inter-American Centre for Knowledge Development in Vocational Training (ILO-CINTERFOR)³⁵ has over 65 member organizations in Latin America, the Caribbean, Spain and Cape Verde, the Centre promotes capacity building and development of national training institutions, vocational training as a tool for social inclusion, and social dialogue in vocational training. One of its key tools for knowledge sharing is its online community.

Why is this triangular practice innovative, sustainable and/or replicable?

The project is innovative and sustainable as it facilitates dissemination of knowledge but does not require much infrastructure as it relies on informa-

³³ CINTERFOR, <http://www.oitcinterfor.org/>.

³⁴ http://www.oitcinterfor.org/sites/default/files/file_publicacion/resum_pgdec_0.pdf.

³⁵ <http://www.oitcinterfor.org/>.

tion and communication technologies. The virtual platform can be used by the many different actors involved in cooperation or on skills development, from the workforce to practitioners, trade unions, policy-makers or the different ministries.

Knowledge sharing and exchange of experiences is a good basis to replicate activities, methodologies or even training programmes which have already been successful.

Contact

Inter-American Centre for Knowledge Development in Vocational Training

Email: oitcinterfor@oitcinterfor.org

+ 598 29 02 05 57

3. Managing your Agricultural Cooperative – My.COOP

Publication: 2011

Description of the triangular cooperation good practice

Managing your Agricultural Cooperative (My.COOP)³⁶ is a training package and programme on the management of agricultural cooperatives, published in 2011. My.COOP is the result of a collaborative effort involving a wide range of partners such as cooperative development agencies, cooperative colleges and universities, cooperative and producer organizations, knowledge institutes and agencies of the United Nations: Agriterro, the Cooperative College of Kenya, FAO, ITC-ILO, the Kenya National Federation of Agricultural Producers, the Moshi University College of Cooperative and Business Studies, the Nigerian Cooperative Development Centre, the Royal Tropical Institute (the Netherlands), the Uganda Cooperative Alliance and the Wageningen University and Research Centre (the Netherlands).

Scope of cooperation

My.COOP is designed for existing and potential managers of agricultural cooperatives as well as for members involved in managerial tasks, as it covers managerial challenges that many agricultural cooperatives face; as well as for organizations and individuals that train agricultural cooperatives.

³⁶ http://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/publication/wcms_167315.pdf.

My.COOP draws upon a previous successful ILO tool – ILO’s Materials and Techniques for Cooperative Management (MATCOM) Programme – which developed over 40 training tools from the late 1970’s to the early 1990s. My.COOP training package includes a trainer’s manual, a mobile learning toolkit and four modules: 1) Basics of Agricultural Cooperatives, 2) Cooperative Service Provision, 3) Supply of Farm Inputs, and 4) Cooperative Marketing.³⁷

Why is this triangular practice innovative, sustainable and/or replicable?

Pilot training activities and country adaptations are taking place in Bolivia, Nigeria and Peru. The My.COOP network of partners would allow the training package to be extended to other countries. Although the existing training materials are currently available in English, they will soon be translated into Spanish to reach a wider audience. The My.COOP training package is adaptable to local situations and contexts. For instance, modules and topics can be used independently from each other and in any given order to address specific needs. They are illustrated by practical cases from various parts of the world which contain explanatory boxes on definitions and concepts.

Finally, the training package is very flexible because of the delivery strategy mentioned above. It leaves space for self-learning and offers self-assignment opportunities. Similarly, face-to-face and distance learning (My.COOP resource platform) contribute to the success of the programme and target cooperatives worldwide.³⁸

Project/Initiative information

ILO Cooperative Branch (EMP/COOP): www.ilo.org/coop

Email: coop@ilo.org

Tel: +41 22 799 7445

4. The Knowledge Management Facility

Description of the triangular cooperation good practice

The thematic window on youth, employment and migration (YEM) of the UNDP-Spain Millennium Development Goals Achievement Fund (MDG-F) is an excellent example of South-South and triangular cooperation. Since 2010,

³⁷ http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---coop/documents/instructionalmaterial/wcms_175290.pdf.

³⁸ *South-South Cooperation and Decent Work: Good practices*, Anita Amorim et al. International Labour Office.

The ILO through its Youth Employment Programme has been assisting knowledge development and sharing in the framework of the Knowledge Management Facility. The aim was to enhance local capacity through the sharing of knowledge, good practices and lessons learned.

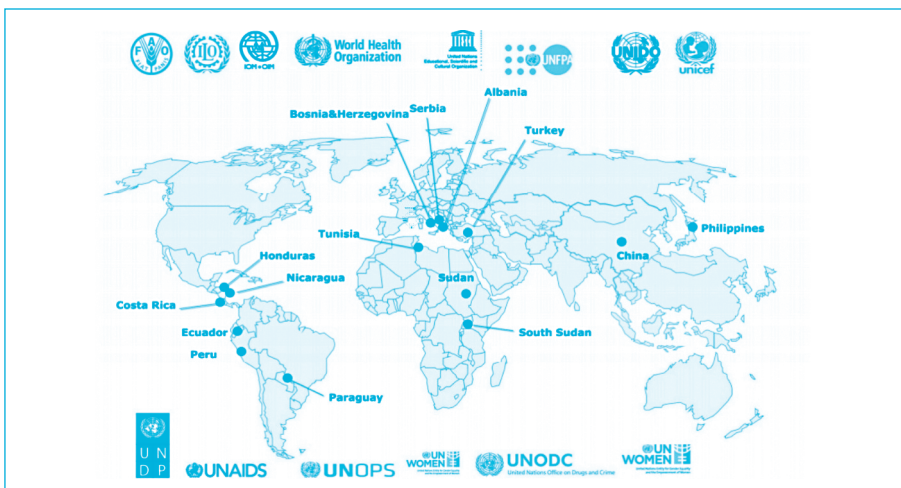
The YEM thematic window consisted of fifteen Joint programmes that span countries in Africa, South-East Europe and Latin America. They involved partnerships between international organizations and national actors at both national and local levels, supported by Spain.

Scope of cooperation

One of the main objectives of the Knowledge Management Facility (KMF) is to organize thematic and global workshops to share experience, lessons learnt and good practices on youth employment and migration across national partners including representatives of government and civil society, at national and local levels. It also aims at supporting the collection and dissemination of data, information and tools generated by the joint programmes; undertake research and studies on topics of common interest to the joint programmes.

Impact of the project: Examples of cooperation generated by the Knowledge Management Facility

In Ecuador and Paraguay, inter- institutional coordination mechanisms were set up to increase policy coherence and minimize the duplication of efforts. In Albania and Tunisia, public-private partnerships pooled resources to increase employment and self-employment opportunities for young people. Peru and Ecuador entered into an agreement in the field of youth migration.



Why is this triangular practice innovative, sustainable and/or replicable?

The Knowledge Management Facility, supported by the Government of Spain and the ILO, helps governments engage in South-South and triangular cooperation by providing a platform for sharing their experience in promoting decent work values, while building up their capacity to engage in socio-economic development. Furthermore, it has allowed countries from the Global South to learn from each other on the effective implementation of policies on youth employment and migration, and draw on the lessons learnt from the different Joint Programmes.

It encourages capacity building of policy makers, adaptation of national programmes based on lessons learned from other countries, as well as application of stakeholder coordination methodologies from one country to another.

ILO Focal Point

Enterprises Department
Green Jobs Programme
empent@ilo.org

5. Capacity-building programme on humanitarian assistance, prevention of disasters prevention– Brazil – ILO Turin/ CPLP

Implementation: January 2011–January 2014 (First Phase).

Description of the good practice

After the establishment of a three-year program on 27 October 2010 aimed at strengthening the capacity of countries to respond to social and natural disasters, Brazil and the ILO analyzed new ways to provide humanitarian assistance to populations in countries at risk and encourage prevention, rehabilitation and recovery by strengthening institutions. During the Global South-South Development Expo 2010, the Director-General of the ILO and the Minister of Foreign Relations of Brazil signed an agreement on humanitarian assistance and South-South Cooperation.

This program supported nine countries (Angola, Cape Verde, Guinea-Bissau, Haiti, Mozambique, Niger, Sao Tome and Principe, Palestine and Timor-Leste) working specifically in training technicians for the definition and establishment of policies and measures aimed at reducing the level of vulnerability of local populations and communities. The Program stimulates prevention and recovery processes through the facilitation of tools for sustainable development of territories at risk of environmental disasters.

FRAGILE-TO-FRAGILE COOPERATION

Fragile-to-Fragile is a potential area for enhancing triangular cooperation practices. The concept of fragile states refers to countries that, because of recent conflicts and/or natural disasters, cannot fully exercise their State functions. The g7+ Group of States, which was formed at the first OECD International Dialogue on Peacekeeping and Peacebuilding, put the concept forward. Fragile-to-Fragile Cooperation, in its turn, results from a proposal of the g7+ at the High Level Forum on Aid Effectiveness, where the group advocated for a *New Deal for Engagement in Fragile States*. It consists of three pillars:

1. Sharing of best practices;
2. Establishing common interests in international forums;
3. Helping each other with exchange programs and resource mobilization.

Implementation after 2013: support of CPLP to the Brazilian funded initiative³⁹

The CPLP contribution to the project was to extend its geographical reach in the period after 2013. Moreover, the connection to CPLP allowed for a closer integration with the Fragile-to-Fragile network, via the CPLP countries that are part of it.

In this context, the program established capacity building as a means to implement its objectives, which were:

1. Facilitate a South-South session in the course on disaster reduction;
2. Reinforce the existing network of practitioners on disaster reduction that has started working under a South - South agreement with ILO Turin;
3. Support the participation of PALOP countries to the course; and,
4. Linkage of CPLP countries with the “Fragile-to-Fragile” network.

Details of the Trainings in 2014 and 2015:

- 1) The following topics were discussed during the courses: decentralization and local development in the impact of disasters; disaster risk mitigation: origin, evaluation, reduction and prevention in a changing climate; Strategic plans to strengthen risk prevention and central axis of a policy on risk reduction and local sustainable development; plans against disasters; and the

³⁹ http://www.ilo.org/wcmstp5/groups/public/---dgreports/---exrel/documents/event/wcms_240290.pdf.

post-disaster reconstruction as an opportunity to progress towards sustainable development.

- 2) South-South in the framework of the CPLP; and strategies for mainstreaming South-South strategies into policies and Programmes of the United Nations system. These were opportunities to highlight the close linkages between the Disaster Prevention and Reduction course and Fragile-to-Fragile Cooperation. In 2010 as well, a group of Fragile and conflict-affected countries, meeting in Dili, Timor-Leste, established the “g7+” to share experiences and to advocate for reforms to the international community’s engagement in conflict-affected states.⁴⁰
- 3) The Labour Ministers’ Tibar declaration of 2015 on the extension of social protection to all and its relationship with the labor market, for development and combating poverty will also be part of the follow up: Ministers decided to declare 2016 as the year of CPLP against Child Labour in line with the conclusions of the Third Global Conference on Child Labour, held in Brasilia in October 2013; and to recommend the holding of a meeting of CPLP Focal Point meeting on Child Labour during 2016, in preparation for the IV Global Conference on Child Labour, scheduled for 2017 in Argentina.
- 4) City-to-City cooperation approach as one of the groups work areas is the promotion of resilient networks of cities with support of the United Nations Office for the disaster Risk Reduction UNISDR. For more information on C2C, kindly enter the partnerships page of the ILO web-site (http://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/publication/wcms_222208.pdf)

MEMORANDUM OF UNDERSTANDING BETWEEN THE ILO AND THE G7+ (MARCH, 2014)

Mr. Guy Ryder, Director-General of the ILO, signed a Memorandum of Understanding with Mr. Helder da Costa, Secretary General of the g7 +. The MoU mentions the importance of cooperation among Fragile countries (Fragile-to-Fragile) in order to build a partnership in key areas for the ILO such as job creation, skills development, and promoting social protection and South-South cooperation and triangular. Given that Guinea-Bissau and Timor Leste are part of the g7 + and the CPLP, the ILO is encouraging South-South cooperation and triangular cooperation between these two groups of countries in social areas while promoting the Decent Work Agenda.

⁴⁰ http://www.ilo.org/pardev/south-south/WCMS_356557/lang-en/index.htm.



Contact

ILO-Turin – ILO PARDEV

Email: emld@itcilo.org; pardev@ilo.org

Triangular Cooperation and Social Protection



Enhancing the coverage and effectiveness of social protection for all is another strategic objective Decent Work Agenda of the ILO, which is committed to helping countries extend social protection systems to all groups in society, and to improving working conditions and safety at work.

The major dimensions of social protection include: 1) more women and men have access to better-managed and more gender-equitable social security systems, 2) women and men have improved and more equitable access to productive employment and decent work, 3) workers and enterprises benefit from improved safety and health conditions at work, 4) more migrant workers are protected and more migrant workers have access to productive employment and decent work, and 5) the world of work responds effectively to the HIV/AIDS epidemic.

The ILO is committed to helping countries extend social protection to all groups in society and to improving working conditions and safety at work. The extension of social protection is an international public good that contributes to peace and social cohesion, to political stability and to regional economic development. Social protection schemes in developing countries typically only cover those in formal sector employment, while the vast majority of the population works in the informal sector. Social protection floors (SPFs) offer strong support to the growth of formal employment by including workers within national development strategies, thereby helping alleviate social exclusion and poverty. Hence, innovative cash transfer programmes developed in the South are successful ways in which coverage can be extended and portray

the important role some countries should play as actors rather than spectators of development cooperation.

The joint UN Social Protection Floor Initiative (SPF-I) was adopted in April 2009 by the United Nations Chief Executives Board (CEB) as one of its nine initiatives to address the current global crisis and was supported by a resolution adopted by the United Nations General Assembly.⁴¹ It aims to promote nationally defined strategies that protect a minimum level of access to essential services and income security for all. A national Social Protection Floor guarantees access to essential services and support throughout the life-cycle for children, people of economically active age and older persons, paying particular attention to vulnerable groups and considering further key characteristics in given contexts (gender, socio-economic status, ethnicity, disabilities, populations exposed to natural hazards, etc.).

Ensuring an SPF for the entire world population represents a considerable challenge, but research has shown that it is feasible to implement all or some of the basic elements of the social protection floor even in low-income countries with an adequate set of policies implemented to better adapt to their realities. In this regard, the Social Protection Floors Recommendation, 2012 (No. 202) provides guidance to the Members of the ILO to “establish and maintain, as applicable, SPFs as a fundamental element of their national social security schemes”, and to implement SPFs within national strategies for the extension of social security.

Many developing countries have already successfully taken measures to introduce elements of national social protection floors. Flagship programmes have shown that the impact of the social floor on poverty can be dramatic, such as *Oportunidades*, *Progresa* and *Seguro Popular* in Mexico, *Bolsa Família* in Brazil, the subsidized health insurance scheme in Colombia, the child, old-age and invalidity grant system in South Africa, the health insurance scheme in Rwanda, the unfolding 100-day employment guarantee scheme or *Yesbabwe* in India.

This illustrates that elements of national social protection floors, including safety nets, are already in place in some countries of the Global South with sufficient institutional capacity. Considering the technical knowledge of these countries, they can support other countries in their efforts to build, expand, extend and reorient their social protection systems by offering technical assis-

⁴¹ Resolution A/C.2/64/L.61 “welcomes the joint crisis initiative launched by the United Nations System Chief Executives Board for Coordination in 2009 to provide coordination on social protection floors, which aims at advocating for and advising on the provision of social protection floors and public spending in ways that will both kick-start growth and support more inclusive and sustainable social and economic development”.

tance and capacity building through the provision of know-how and advisory manpower in the framework of a South-South exchange and triangular cooperation support. The good practices listed below illustrate how the ILO works closely with various partners to promote the dissemination of replicable initiatives that ensure national social protection floors to millions of people, including the most vulnerable. The UN's 2030 Agenda also calls for "Social Protection for All" under Sustainable Development Goal 1.3.

The following practices provide examples of triangular practices that have been carried out in line with the ILO's objective of providing women and men with adequate levels of social protection.

1. Extension of Social Protection Project (STEP/Portugal Phase II)

Implementation dates: January 2009–June 2013

Description of the triangular cooperation good practice

The Project *Extending Social Protection (STEP/Portugal Phase II)* began in January 2009 and concluded in June 2013. The main objective was to increase the extent and effectiveness of social protection in the Lusophone countries in Africa (PALOP), as a tool for reducing poverty and social exclusion, and as an instrument for human development and access to decent work.

The project is triangular as South-South activities among PALOP countries took place and it was financed by Portugal's Ministry of Solidarity and Social Security, supported by the ILO's Social Security Department.

Scope of cooperation

The cooperation between ILO and Portugal on social protection has been on-going since 1982 and this project in fact stems from this successful cooperation. The positive results achieved in the first STEP/Portugal project, which dates back to 1999, led to the approval of three other projects, including *Extending Social Protection (STEP/Portugal Phase II)*.

Project STEP/Portugal offered its support to the PALOP governments, which showed their interest in extending social protection and reinforcing its effectiveness. The support was materialised as technical assistance, capacity building and reinforced access to information and knowledge. Direct and close assistance activities focused on Cape Verde and Mozambique. The project mainly targeted public institutions involved in the social protection development of such countries. In addition to the States, the project also targeted the following: workers' and employers' organizations, support structures of civil society,

international organizations, and cooperation agencies, all involved in extending social protection and reducing social exclusion in the PALOP.⁴²

Impact of the project

The project had a positive impact on the social protection area in the countries concerned, with positive implications for society. Contributory social protection and basic social protection systems were developed and consolidated, as well as the extension of coverage and of the social protection level. Data collection and information gained greater consistency, and the mobilization and coordination among national and international partners was improved.

As South-South and triangular cooperation is the focus of this publication, it is worth mentioning that the final report of the project highlights Promotion of experience exchange and South-South as one of the best practices identified from the implementation of the project. Four elements are identified under this best practice: exposing national partners to international experiences and practices, facilitation of technical cooperation among beneficiary countries, creation of inter-country networks to promote knowledge exchange and provision of experience and knowledge from other countries around the world, adapted to the needs of beneficiary countries.

Why is this triangular practice innovative, sustainable and/or replicable?

This triangular project is sustainable as an important part of the project has been devoted to strengthening the capacity of the public institutions of the concerned African Portuguese speaking countries, involved in extending or reinforcing social protection. Furthermore, broader consultation procedures during the development of policies and legal reforms, including several government sectors, workers' and employers' organizations, civil society partners, and international agencies; clearly led to reinforcing social dialogue and to a wider support of the overall process.

This triangular project can be replicated in other countries with similar conditions or can always be adapted to the national context, always drawing on lessons learned. As abovementioned, the project itself stems from a previous project on social protection which proved successful.

Contact

ILO Social Protection Department
socpro@ilo.org

⁴² Final Report, *Extending Social Protection (STEP/Portugal Phase II)*.

2. Sharing Innovative Experiences: Successful Social Protection Floor Experiences

Description of the triangular cooperation good practice

The publication *Sharing Innovative Experiences Successful: Social Protection Floor Experiences (vol 18)*⁴³ was produced in partnership between the Special Unit for South-South Cooperation of the United Nations Development Programme (UNDP) and the International Labour Organization with a view to promoting knowledge-sharing in the South on social protection floors. The publication was launched in 2011.

In 2013, the publication was translated into French⁴⁴ in the context of the project *Support to the Global initiative for a "Universal Social Protection Floor"*, financed by the former French Ministry of Labour, Employment and Health. This project was aimed at ensuring that the well-being and the standard of living of all men and women are protected and strengthened by a universal social protection floor accessible to everyone, which guarantees access to the most basic social services.

This publication has a very strong triangular component, as it includes 18 examples of good social protection floor practices from countries of the South, written by experts from the South and its translation and dissemination has been financed by France, making it accessible to a wider audience.

Scope of cooperation

The publication presents Southern solutions to Southern challenges through the use of Southern expertise.⁴⁵ The case studies on social protection policies -from 15 different countries from the South -were written by representatives from national and local governmental agencies, scientific institutions and national practitioners of the South. The cases selected for the publication were discussed before its publication with the authors in an international workshop in Turin.

The publication, which is a collection of good practices, was conceived to be a useful tool that thanks to its translation into a widely spoken language facilitated the exchange of lessons learned in and by countries of the South aimed at filling current knowledge gaps. The experiences were disseminated to numerous francophone African countries and upon request presented in detail during the national dialogue proceedings in Burkina Faso in 2013 and in Togo

⁴³ *Sharing Innovative Experiences Successful: Social Protection Floor Experiences (vol 18)*
<http://www.social-protection.org/gimi/gess/ShowRessource.action?ressource.ressourceId=20840>.

⁴⁴ "Construire des socles de protection sociale – Partage d'expériences novatrices".

⁴⁵ <http://south-south.ipc-undp.org/library/successful-social-protection-floor-experiences.html>.

in 2012. It is available to all on the ILO Social Protection web platform www.social-protection.org.

Why is this triangular practice innovative, sustainable and/or replicable?

The innovative element of this practice is that the publication initially started as a South-South learning tool, which fostered social dialogue and knowledge sharing among stakeholders involved in decision-making or in the building and implementing national social protection floors. It empowered countries in the South to find the best-tailored solutions amongst their own experiences and to capitalize on the wealth of knowledge available in the South. In the context of another project supporting the global initiative for a Universal Social Protection Floor, its translation into French was seen as an added value to reach out in particular to francophone African countries and support countries to act on the policy knowledge available and promote the extension of social protection to all throughout the world.

This simple triangular practice is replicable. With little support, other publications presenting solutions from the South and by the South could be produced, translated into several languages and disseminated at key and strategic events in order to fill gaps in knowledge, empower countries in the South to exploit their own well-suited resources and knowledge and make existing information accessible to a wider public. A new series of country briefs is published by ILO's social protection department to share country experiences in building social protection floors and achieving universal social protection coverage. It is called "Social Protection in Action: Building Social Protection Floors". The briefs are published on ILO's social protection platform and will be parts of a new South-South compendium.

Contact

ILO Social Protection Department
socpro@ilo.org

3. Workshop on Social Protection and Coordination mechanisms, Togo

Description of the triangular cooperation good practice

A workshop on Social Protection and Coordination mechanisms was held in Lomé (Togo) from the 22nd-25th October 2012 as a means to facilitate an interactive exchange between the Togolese working group on social protection and counterparts from the South who could share their successful experiences.

This workshop was a triangular activity cosponsored by the Togolese Ministry of labour, it was part of a project financed by France “*Extension de la protection sociale en lien avec les politiques de l’emploi par la mise en œuvre d’un socle de protection sociale*” and of an ILO-UNDP project “*South-South and triangular cooperation for the implementation of gender sensitive social protection floors at country level*”.

Scope of cooperation



A working group on social protection was convened by the government of Togo to contribute to formulating policy orientations, and to provide guidance on extending social protection and furthering the fight against poverty. The group was successful in develop-

ing a policy document, detailing the key priorities for the elaboration of a social protection floor strategy in Togo.

The Minister of Labour, chair of the working group, called on the ILO to provide assistance in organizing a workshop on coordination issues. The ILO had already been providing on-going technical support to Togo in its attempt to define a national social protection floor policy and strategy through a technical cooperation project financed by the French Ministry of Labour. To support the Togolese government in developing coordination strategies, the ILO proposed a South-South exchange with two social protection specialists from countries involved in the technical management and implementation of substantial coordination mechanisms, India (the State of New Delhi) and Brazil (the State of Rio de Janeiro).⁴⁶

Impact of the project

The workshop was attended by 50 participants from different backgrounds, including experts from the South and government officials from Togo, who shared their experiences with the common aim of supporting the elaboration of the National Social Protection Strategy in Togo. This kind of collaboration fostered social dialogue among the different actors involved in the development of integrated social protection schemes and mechanisms in the country and strengthened coordination between institutions and technical ministries of Togo.

⁴⁶ Concept Note of the workshop: www.social-protection.org/gimi/gess/ShowProjectPage.do?pid=1755.

Why is this triangular practice innovative, sustainable and/or replicable?

Social protection specialists from India and Brazil were invited to share their technical expertise in designing and implementing social protection policies and systems with their Togolese counterparts to support the transformation of Social Protection Floors from policy into practice. Furthermore, the Togolese authorities involved in developing the national social protection strategy for Togo were also participating. Bringing together all actors dealing with social protection is the best way to foster consensus building on developing a strategy, which is widely supported and therefore sustainable in the long-term. The decision making process can benefit from studies and experiences from other countries in the South highlighting the potential and pitfalls of certain design and implementation aspects.

This triangular arrangement consisting of facilitating South-South sharing through a cooperation workshop as part of a project financed by France and an ILO-UNDP project underscores how useful knowledge sharing can be for another country, Togo in this case, in order to develop a sound social protection strategy.

Project/Initiative information

Workspace of the workshop: www.social-protection.org/gimi/gess/Show-ProjectPage.do?pid=1755

Contact

ILO Social Protection Department
socpro@ilo.org

4. Assessment Based National Dialogue on Social Protection

Description of the triangular cooperation good practice

In March 2012, the project *Joint UN Social Protection Floor Initiative – Supporting interagency coordination for country activities on the social protection floor* was launched. It was financed by the Ministry of Foreign Affairs of Finland and it aimed at advancing activities in the context of the UN Chief Executives Board Social Protection Floor initiative to support countries in their effort to strengthen or build social protection floors.⁴⁷

⁴⁷ Final report of the project Joint UN Social Protection Floor Initiative – Supporting interagency coordination for country activities on the social protection floor.

One of the main objectives was to develop a Social Protection Floor rapid assessment methodology. **The Assessment Based National Dialogue (ABND) on Social Protection** is a tool designed to identify priority areas for the Government's intervention in the field of social protection and at estimating its costing. Under this project, the methodology was jointly developed, tested in several countries and regions, implemented and fine-tuned. Subsequently, the ABND methodology, which had been developed as an output of the project financed by Finland was applied in several countries of the South and different exercises and workshops have been conducted to support the introduction or expansion of social protection systems. The ABND exercises in Asia and the Pacific have been supported by an ILO/Korea Partnership Programme, an EU-ILO project *Improving social protection and promoting employment in Cambodia*, and the abovementioned project funded by Finland.⁴⁸

Scope of cooperation

The Assessment Based National Dialogue on Social Protection is a methodology that provides a good opportunity to define a common vision for the development of social protection in a country. It requires the involvement of many stakeholders, setting the perfect scenario for consensus building among the concerned actors, which includes: several Ministries (Labour, Health, Finance, Social Welfare, Planning), workers' and employers' organizations, civil society organizations, academia, UN Agencies, etc. Their contribution includes providing information, identifying policy gaps and implementation challenges and/or formulating recommendations. As this tool offers a unique opportunity for social dialogue, consensus on how to develop a system that guarantees a minimum social protection floor to all is achieved progressively through consultations, workshops and technical sessions.

Why is this triangular practice innovative, sustainable and/or replicable?

The ABND⁴⁹ methodology has been used in several countries to build effective social protection floors. It was first tested in some countries such as Armenia, Benin, Burundi, Cambodia, Cameroon, Indonesia, Nepal, Rwanda, Thailand, Togo and Viet Nam;⁵⁰ to be later applied in several others. Hence, the

⁴⁸ Assessment Based National Dialogue on Social protection in Asia and the Pacific <http://stepdev.ilo.org/gimi/gess/ShowRessource.action;jsessionid=fc359d25f39a52e73c5a5ed955ffe19271bce73d407566ed788bcb44f954ed88?ressource.ressourceId=30171>.

⁴⁹ <http://www.social-protection.org/gimi/gess/RessourcePDF.action?ressource.ressourceId=44257>.

⁵⁰ Final report of the project *Joint UN Social Protection Floor Initiative – Supporting inter-agency coordination for country activities on the social protection floor*.

replicability of this practice is already a reality. A regional training course on “Social Protection: Assessment, Costing and Beyond” was organized in partnership with the faculty of economics, Chulalongkorn university from 15 to 19 October 2012. Constituents and experts from Cambodia, Indonesia, Thailand, and Viet Nam shared their experience with six other ASEAN countries, civil society organizations and development partners, on conducting the different steps of the ABND. At this training, a preliminary version of the guide “Social protection assessment based national dialogue: A good practices guide”⁵¹ was tested. The feedback received from the participants of this training course contributed to enrich the guide, which offers a standardized approach for conducting ABND exercises. It can be used as a self-learning tool, as a resource package for delivering training, as well as a guide for conducting full-fledged ABND exercises in respective countries. The guide has then been applied in ten additional countries in Asia and other regions (Kyrgyzstan, Lao People’s Democratic Republic, Malawi, Mongolia, Mozambique, Myanmar, Niger, the Philippines, Vanuatu, and Zambia) for conducting full-fledged ABNDs of social protection. A global guide has been developed and published in 2015.

Application of the ABND methodology in Lao PDR – Workshop on Social Protection Assessment Based National Dialogue: Assessment, Costing and Planning Social Protection Strategy using the Social Protection Floor (SPF) Framework in Laos

What exist?	Gaps issues	Recommendations
Health		
Children		
Working		
Eldery		

On March 27, 2013, a one-day workshop was held in Vientiane on the Assessment Based National Dialogue exercise and its applicability in Lao PDR. The objectives of the workshop were the following:

1. To familiarise participants with Social Protection Floor (SPF) framework and the Assessment Based National Dialogue (ABND) exercise.
2. To share the experiences of Assessment Based National Dialogue in other ASEAN countries, such as Thailand, Indonesia and Vietnam.

⁵¹ <http://www.social-protection.org/gimi/gess/ShowRessource.action?ressource.ressourceId=44257>.

3. To update participants with recent developments, activities and plans of the government and development partners with regards to social protection.
4. To set up an inter-agency working group for ABND in Lao PDR and plan the ABND activities.

THE ASSESSMENT BASED NATIONAL DIALOGUE (ABND) CONSISTS OF 2 STEPS.

STEP 1 – Assessment matrix leading to policy recommendations; participatory approach.

STEP 2 – Calculation of the cost of introducing SPF type of programs, using the Rapid Assessment Protocol (RAP) tool.

The ABND exercise has similarly been launched in five other countries in the Asia and the Pacific region, based on the experience gained in Cambodia, Indonesia, Thailand and Viet Nam, and following the methodology and tools proposed by the guide “Social protection assessment based national dialogue: A good practices guide”.

Contact

ILO Social Protection Department
socpro@ilo.org

Triangular Cooperation and Social Dialogue

IV

Strengthening tripartism and social dialogue is one of the ILO's four strategic objectives. Cooperation between governments, employers' and workers' organizations is key to achieving social and economic progress. The tripartite structure of the ILO, which is unique across the UN system, is a reflection of the importance conferred to this matter and the perfect scenario to enable social dialogue among ILO constituents.

In order to foster social dialogue and strengthen tripartism, the ILO has identified the following outcomes: employers and workers have strong, independent and representative organizations; labour administrations apply up-to-date labour legislation and provide effective services, tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations; and lastly, a sector specific approach to decent work is applied.

The very structure of the ILO, where workers and employers together have an equal voice with governments in the work of its executive and legislative bodies, shows social dialogue in action. Social dialogue is based on core international labour standards (ILS) covering representation, consultation, freedom of association and collective bargaining. It plays a critical role in achieving the ILO's objective of advancing opportunities for women and men to obtain decent and productive work in conditions of freedom, equality, security and human dignity. Specifically, the ILO Declaration on Social Justice for a Fair Globalization states that social dialogue and tripartism help strengthen social cohesion and the rule of law.

The ILO assists governments and employers' and workers' organizations from the global South to establish sound labour relations, adapt labour laws to changing economic and social circumstances, and improve labour administration. In so doing, the ILO helps create the conditions for effective dialogue between social partners.

In this context, workers' and employers' organizations engage in South-South cooperation by sharing their experience of promoting decent work values, while building up their capacity to engage effectively in socio-economic development within their own nations. Employers' organizations in Eastern Europe, Central Asia and Latin America regularly meet to share their experience of cooperation for development. The good practices mentioned below illustrate how countries of the South and the ILO promote consensus building and the democratic involvement of those with vital stakes in the world of work.

1. Global Labour University (GLU)

Implementation: 2002-to date

Description of the triangular cooperation good practice

The Global Labour University is a global network that provides a new framework for research and policy development as it brings together several actors interested in global labour issues, such as international labour standards, economic policy and global institutions or sustainable development.

Created as a partnership for international knowledge management, research, and capacity building among universities, international and national trade unions, civil society organisations and the International Labour Organization; it is a triangular arrangement as it creates the space to foster cooperation North-South and also promotes horizontal cooperation. It is primarily based on university campuses in Brazil, South Africa, India, and Germany, *being the only network worldwide that offers a global cooperation between trade unions and academic institutions with a strong focus on South-South cooperation.*⁵²

The governance structure of the Global Labour University network is based on a partnership between the ILO, the national and international trade union movement, and the partner universities.⁵³

⁵² http://www.global-labour-university.org/fileadmin/GLU_Info/Info_Booklet_South_South_cooperation.pdf.

⁵³ <http://www.global-labour-university.org/16.html>.

Scope of cooperation

The GLU network supports the need to enhance the analytical capacity of trade unions to understand and challenge the prevailing views of globalization, build alliances with broader civil society, develop alternative ideas for fair and inclusive globalization, and build sustainable networks.⁵⁴ Whenever possible, students from all regions are represented in the courses offered in Germany and IBSA countries. Global workshops, conferences, publications and internet working groups facilitate genuine global dialogue and sustainable international networks. Moreover, the GLU is critical to the implementation of the Decent Work Agenda, especially since it is focused on the implementation of workers' rights.⁵⁵

Why is this triangular practice innovative, sustainable and/or replicable?

GLOBAL LABOUR UNIVERSITY PARTNERS:

- Universities in Brazil, Germany, USA, South Africa and India
- International Trade Unions
- National Trade Unions: Brazil, South Africa, Germany, Canada and USA
- International organizations and NGOs
- Associate Institutional Membership

The GLU is innovative as it offers trade unions, researchers and labour activists the opportunity to study different programmes and develop their skills, while it opens up the space for establishing stronger working relationships between trade unions, the ILO and academic institutions. It is a real worldwide network, where new ideas can be discussed, policy debates enriched and where the global South can strengthen the voice in global debates and on the labour discourse.

The Global Labour University is sustainable since it is a network that relies upon the collaboration of several partners (universities, national and international trade unions, international organizations, etc.), which feed, expand and sustain the network, making it accessible to a wider audience at the global level.

⁵⁴ Article by Frank Hoffer, Building Global Labour networks: The Case of the Global Labour University, 2006, <http://www.justlabour.yorku.ca/volume9/pdfs/02HofferPress.pdf>.

⁵⁵ *South-South Cooperation and Decent Work: Good practices*, Anita Amorim et al. International Labour Office.

Contact

Bureau for Workers' Activities (ACTRAV)

Email: hoffer@ilo.org

+41.22.799.893

2. Center for Information on Social Protection (Portugal, CPLP, ILO)

Implementation: June 2008.

Description of the triangular cooperation good practice

The Center for Information on Social Protection (CIPS) was created as a part of the STEP Portugal Program⁵⁶ as a response to a demand of information and experience exchange on social protection from CPLP countries. The CIPS is an information portal that provides information on social protection in Portuguese.

Scope of Cooperation

There is potential for the CIPS to become administered by CPLP countries in the long run. The portal provides information on social protection related news, events and trade fairs where Social protection can be discussed and learned, as well as a virtual library with legal texts for comparative studies, a glossary containing over 100 definitions on social protection terms, a database of assistance programs worldwide, a page for each of the CPLP countries with information on legislation and contacts, and, finally, an image gallery that depicts social protection in each of the eight countries.

Why is this triangular practice innovative, sustainable and/or replicable?

The CIPS present innovative solutions in terms of access to information. It contains two databases, one on Social Assistance Worldwide, and the other on Experts on Social Protection. In this manner, it allows users not only to elaborate in-depth studies on the subject, but also to promote social protection in their countries with a solid legal background and technical assistance. It is replicable because the experiences of each country can be automatically fed into the system as they build and/or enhance their own protection systems. It

⁵⁶ <http://www.social-protection.org/gimi/gess/ShowTheme.do;jsessionid=b85aee209aecbb2edb9385a593b873b828a561da00ddc9b8242e56a8b72934.e3aTbhuLbNmSe34MchaRahaNaNb0?tid=2325&lang=EN>.

is an example of how the collaboration between the CPLP countries, Portugal and the ILO was augmented by the increased participation of the recipients of cooperation.

Contact

CPLP – Community of Portuguese Speaking Countries
Palacio Conde de Penafiel
Rua de S. Mamede (ao Caldas), n. 21, 1100-533 Lisbon, Portugal
+351 21 392 8560

Conclusion

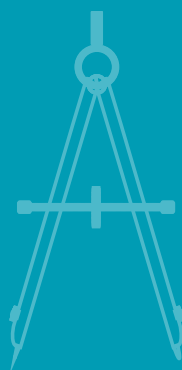


The global economic downturn has placed employment concerns at the core of national and international development strategies. Coupled with changes in geopolitical and economic scenarios, this has brought out the importance of the interaction between North and South in support to development cooperation via SSTC and triangular cooperation in the international development processes. The changing geopolitics shows that new actors are shaping the development agenda; decision-making has shifted from the G8 to the G20. Moreover, innovative responses to global challenges are coming from emerging powers of the South, who are increasingly becoming strategic partners for other developing countries. South-South arrangements and triangular cooperation exchanges enable countries from the South and the North to better adapt development responses through policies and processes that fit better with their needs. Promoting sustainable and decent work for all is paramount to the ILO mandate and South-South and triangular cooperation has a key role to play in this regard.

The leading economies of the developing world – Brazil, China and India – together have almost equalled the combined GDP of some of the biggest economies such as Canada, France, Germany, Italy, the United Kingdom and the United States.⁵⁷ In a context of global rebalancing of power, working jointly with emerging partners from the South and the traditional development

⁵⁷ Human Development Report 2013, “The Rise of the South: Human Progress in a Diverse World”, UNDP.

partners is essential for the ILO to advance in the achievement of decent work for all, drawing upon its tripartite structures which provide a unique platform for consensus building with an integrated approach. The ILO has emphasized its commitment to the promotion of South-South and triangular cooperation through its strategy on “South-South and triangular cooperation: The way forward”. The integration of new partners and the enhancement of cooperation between countries of the South is one of the key goals included in this strategy, based on the principle of solidarity and non-conditionality. The ILO recognizes that cooperation between equals has an enormous potential to scale up the impact of development initiatives in the world of work.



Triangular Cooperation, or “South-South-North Cooperation” is another form of development cooperation by the stakeholders and social partners of the South and the North, with a view to promote the Decent Work Agenda, focusing on the ownership and empowerment of the Global South over their own development agenda. The ILO promotes triangular cooperation along with South-South Cooperation systematically since the mid-80’s, but officially since 2012, thanks to the adoption of a South-South and triangular cooperation strategy by its Governing Body.

ISBN 978-92-2-130402-9



9 789221 304029