



*International Labour Office*

*Regional Office for Africa*

# South-South Cooperation for Decent Work in Africa

A Framework for Action (Draft)

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## Introduction

This paper was commissioned by the ILO Regional Office for Africa (ROAF) with the intention to develop a framework for ILO’s engagement in support of South-South cooperation, in areas that are related to the Decent Work Agenda in Africa. Within the context of this assignment a questionnaire was sent to all ILO constituents in the 54 African member States to assess the role and contribution of African nations as providers and beneficiaries of South-South cooperation. Some 14 questionnaires from 13 countries<sup>1</sup> were returned with the requested information. In addition, the consultant recruited for this assignment visited relevant institutions and partners in five African countries, namely Algeria, Ethiopia, Kenya, Senegal and South Africa, to collect additional information<sup>2</sup>. Moreover, the consultant undertook an extensive desk review of literature and web sites related to South-South cooperation.

The paper comprises two parts of more or less equal length:

- Part I provides an overview of the status, modalities and actors of South-South and triangular cooperation in Africa, and of the role of African institutions, the UN and the ILO in fostering SSC in Africa.
- Part II presents the parameters and content of the proposed ILO Framework on South-South Cooperation for Decent Work in Africa.

Both parts focus on the role of African countries as *providers* of development cooperation on the continent and elsewhere; in other words. The framework proposed in part II is consistent with ILO’s overall [Development Cooperation Strategy](#) 2015-2017, which calls for the diversification of partnerships and funding sources.

The paper, “South-South Cooperation: Africa’s Role and Contribution – a Framework for ILO Engagement”, will be subject to a review and eventual validation by a regional tripartite workshop, to take place on 11-12 May 2017 in Casablanca.

## Part I: South-South Cooperation in Africa

### South-South Cooperation: Definition, Principles, Objectives

South-South cooperation (SSC) is a broad framework for collaboration among countries of the South<sup>3</sup> in the political, economic, social, cultural, environmental and technical domains. Involving two or more developing countries, it can take place on a bilateral, regional, sub-regional or

<sup>1</sup> Algeria (2), Burkina Faso, Comoros, Egypt, DR Congo, Madagascar, Morocco, Mauritania, Mauritius, Sao Tomé et Príncipe, Senegal, Seychelles, Tanzania

<sup>2</sup> Separate mission reports were prepared after each of these visits.

<sup>3</sup> The term “South” (or “Global South”) does not necessarily refer to “Southern hemisphere”, but rather to the member states of the “Group of 77” ([G-77](#)), which was established in June 1964 by seventy-seven developing countries. Although the number of member states has increased to 134 the name “G-77” was retained for historic reasons. *All 54 African nations are members of the G-77.*

interregional basis. Developing countries share knowledge, skills, expertise and resources to meet their development goals through concerted efforts. Recent developments in SSC have taken the form of increased volume of South-South trade, South-South flows of foreign direct investment, movements towards regional integration, technology transfers, sharing of solutions and experts, and other forms of exchanges.

SSC is initiated, organized and managed by developing countries themselves; often, governments play a lead role, with active participation from public- and private-sector institutions, non-governmental organizations and individuals. It involves different and evolving forms, including the sharing of knowledge and experience, training, technology transfer, financial and monetary cooperation and in-kind contributions. SSC can include different sectors and be bilateral, multilateral, sub-regional, regional or interregional in nature.

SSC is a manifestation of solidarity among peoples and countries of the South that contributes to their national well-being, their national and collective self-reliance and the attainment of internationally agreed development goals, including the Sustainable Development Goals. The SSC agenda and SSC initiatives must be determined by the countries of the South, guided by the principles of respect for national sovereignty, national ownership and independence, equality, non-conditionality, non-interference in domestic affairs and mutual benefit (1).

SSC contributes to the broader objectives of international development cooperation through:

- fostering the self-reliance of developing countries by harnessing their creative capacity to find solutions to their development problems in keeping with their own aspirations, values and special needs;
- promoting and strengthening collective self-reliance among developing countries through the exchange of experiences; the pooling, sharing and use of their technical and other resources; and the development of their complementary capacities;
- creating and strengthening the technological capacities in developing countries, improving their capacity to absorb and adapt technology and skills to meet their developmental needs;
- increasing and improving communications among developing countries to facilitate access to knowledge and experience in tackling development problems;
- recognizing and responding to the specific situation of least developed countries, land-locked developing countries, small island developing States, countries most exposed to natural disasters, and fragile States; and
- increase the participation of developing countries in international economic activities.

The geographical coverage of SSC partnerships depends to a large extent on the existence of a *common bond* between the cooperating nations. The common bond could be defined by geographic proximity, ideological affinities, a common language, religious ties<sup>4</sup>, a shared history, or jointly-endured threats such as fragility, drought and climate change. In some cases, the common bond might be complemented or superseded by overriding political or economic considerations. The nature and modalities of South-South cooperation will depend to a certain degree on the nature of the common bond, and this will in turn determine ILO's potential entry point and contribution.

Moreover, the volume of SSC provided by a given country is not necessarily a function of its economic wealth, demographic size or political might, but in many cases an expression and

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<sup>4</sup> The Comoros, for example, report that its principal development partners originate from the Arab world (including Saudi Arabia, Morocco, Qatar, UAE), which cooperate with the Comoros in the spirit of Islamic solidarity.

manifestation of the country's ideology and spirit of solidarity. Perhaps the most impressive example of SSC is the longstanding support that Cuba provided to numerous developing countries in areas such as health and education. Noteworthy is also Timor Leste's unwavering support to fragile countries worldwide.

Whereas in 2011, the value of South-South cooperation was estimated at between \$16.1 billion and \$19 billion (2) the most recent estimates based on available data show that South-South development cooperation may have reached \$20 billion<sup>5</sup> in 2013 as a result of a major increase in contributions from some Arab countries (3).

### Origin and Evolution of SSC

The origin of SSC can be traced back to the "Bandung Conference" (or Asian-African Conference). In April, 1955, representatives from twenty-nine Asian and African nations gathered in Bandung, Indonesia to discuss peace and the role of the Third World in the Cold War, economic development, and decolonization. Indonesian President Sukarno, host of the event, famously called it "the first intercontinental conference of coloured peoples in the history of mankind (4)." The core principles of the Bandung Conference were political self-determination, mutual respect for sovereignty, non-aggression, non-interference in internal affairs, and equality – very much the same principles that underpin the philosophy of SSC. The Conference focused on the potential for collaboration among the nations of the third world, promoting efforts to reduce their reliance on Europe and North America.

The Bandung Conference gave birth to the Non-Aligned Movement (NAM), defined as a group of states that are not formally aligned with or against any major power bloc. NAM was founded in Belgrade in 1961, and was largely conceived by the then leaders of India (Nehru), Indonesia (Sukarno), Egypt (Nasser), Ghana (Nkrumah) and Yugoslavia (Tito), who were prominent advocates of a middle course for states in the Developing World between the Western and Eastern Blocs in the Cold War. NAM continues until today although the Cold War has ended; the movement has 120 members, including all African nations except South-Sudan, and 17 observers, mostly from Latin America, and therefore overlaps to a great extent with the membership of the G-77. NAM has established a Centre for [South-South Technical Cooperation](#) based in Jakarta, Indonesia.

In 1964 the aim of fostering economic cooperation among developing countries resulted in the establishment of the United Nations Conference on Trade and Development ([UNCTAD](#)), which has become a permanent intergovernmental body located in Geneva. At the first UNCTAD, Latin American countries joined with African and Asian countries to create the [G-77](#).

In 1974, the UN General Assembly, in its [resolution A/3251 \(XXIX\)](#), endorsed the establishment of a special unit within UNDP to promote technical cooperation among developing countries. (TCDC) (5). Four years later, in 1978, a conference of the "global South" (138 countries) on TCDC was held in Buenos Aires to adopt the [Buenos Aires Plan of Action \(BAPA\)](#) for promoting and implementing TCDC. It issued 38 concrete recommendations for TCDC, and stipulated that special attention be paid to the least developed countries, the landlocked developing countries, and the small island developing States.

In December 1980, the UN General Assembly established a High-level Committee on the Review of Technical Cooperation among Developing Countries. Since 1981, this Committee has met every two years to undertake an overall intergovernmental review of TCDC within the United Nations

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<sup>5</sup> Compared to about 135 billion \$ disbursed by traditional donors (OECD DAC members) in 2014.

development system. In February 2003, the UN General Assembly decided to change the name of the Committee to [High-level Committee on South-South Cooperation](#). The Committee retained its original mandate and the scope of its activities. The same year UN General Assembly decided to declare 19 December, the date on which it had endorsed BAPA, as the [United Nations Day for South-South Cooperation](#). The first UN Day for SSC was celebrated in 2004.

In 2009 the UN organized a High-level Conference on South-South Cooperation in Nairobi which adopted the [Nairobi Outcome Document](#) on SSC; this Outcome Document henceforth serves as the global policy framework for South-South Cooperation.

In July 2015 the outcome document of the 3<sup>rd</sup> Financing for Development Conference, known as “[Addis Ababa Action Agenda](#)”, states that (para 57): “*South-South cooperation is an important element of international cooperation for development as a complement, not a substitute, to North-South cooperation. We recognize its increased importance, different history and particularities, and stress that South-South cooperation should be seen as an expression of solidarity among peoples and countries of the South, based on their shared experiences and objectives. It should continue to be guided by the principles of respect for national sovereignty, national ownership and independence, equality, non-conditionality, non-interference in domestic affairs and mutual benefit*”. A few months later, the [2030 Agenda for Sustainable Development](#) highlights the importance of SSC under Sustainable Development Goal 17 on partnerships, in particular target 17.9: “*Enhance international support for implementing effective and targeted capacity building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation*”.

### The many facets of SSC

Especially in development cooperation circles the term “SSC” is quite narrowly understood as a specific development cooperation modality (hence the term “TCDC”) or, even more narrowly, as an alternative source of funding for development. In reality, however, SSC can cover a wide range of joint activities guided by the principles of mutuality, reciprocity, solidarity and cooperation; it can take place at different levels, and may involve a variety of actors.

### Different Types and Forms of Support

South-South cooperation goes far beyond development cooperation in the narrow sense (i.e. funding for technical assistance plus related equipment). SSC can be broadly classified as developmental and humanitarian, with many sub-categories as shown in the table below:

Type of cooperation	Examples <sup>6</sup>	
	Within Africa	With the Global South
Cultural	The <a href="#">Charter for the African Cultural Renaissance</a> , adopted by the African Union in 2006, lays the foundation for intra-African cooperation in the area of arts, culture and languages.	In May 2016 Jamaica and Ethiopia agreed <a href="#">to strengthen bilateral cooperation</a> , particularly in the areas of sport and culture, because both countries share the Rastafari culture, and both excel in certain sports.
Educational (and capacity building)	A project financed jointly by UEMOA and the African Development Bank harmonizes university education throughout West Africa.	BRAC’s <sup>7</sup> education programme ( <a href="#">BEP</a> ) reaches seven (mostly African) countries. BRAC’s non-formal primary schools give a second chance at learning to disadvantaged children left out

<sup>6</sup> The examples in shaded boxes are drawn from the questionnaires compiled or interviews conducted under the consultant’s assignment.

<sup>7</sup> BRAC (from Bangladesh) is world’s largest development organisation, dedicated to empowering people living in poverty; it operates across 11 countries.

	<p>During the period 2000-2015 Algeria has awarded 31,476 scholarships to students from African countries (6).</p> <p>The university of Madagascar trains judges from the Comoros under a cooperation agreement between the two countries.</p> <p>The <a href="#">African Capacity Building Foundation</a>, established in 1991, builds human and institutional capacity for good governance and economic development in Africa</p>	<p>of the formal education system due to extreme poverty, violence, displacement or discrimination.</p> <p>South Africa, through IBSA (India Brazil South Africa) Fund, has provided one million \$ to support Haiti in skills development and youth employment.</p>
Technical	<p>Kenya provided technical assistance to the establishment of a functioning labour administration in South Sudan; this involved the secondment of Kenyan technical experts to various locations in South Sudan, the training of South Sudanese labour administration officials in Kenya, and Kenyan assistance to South Sudan in the drafting of new labour laws.</p>	<p>A 3-million \$ project implemented in Tamanrasset (Algeria) involves Brazilian experts providing expertise in gemstone design and cutting, as well as machinery, and the training of local gemstone artisans who in turn shared their knowledge with 800 others. This project is co-financed by Brazil and Algeria.</p>
Financial	<p>The Algerian Ministry of Finance has, upon instruction by the Presidency, cancelled an amount of 1.4 billion \$ owed by 16 countries (14 from Africa) in loans granted by Algeria.</p> <p>The Libyan African Investment Portfolio, set up in 2006 under the Gadhafi regime with more than \$5 billion in capital, invested in telecommunications, mining, tourism, real estate, manufacturing and agriculture in more than two dozen African countries (7).</p>	<p>In 2014 Turkey disbursed an amount of 217 million US-\$ in concessional loans to developing countries (8).</p> <p>At the December 2015 FOCAC meeting in Johannesburg Chinese President Xi Jinping pledged \$60 billion over a three-year period in loans and assistance to the African continent (9).</p>
Economic	<p>Intra-African trade remains small, but has nevertheless grown from 2.6% of total African GDP in 1995 to 4.5% in 2013 (10).</p>	<p>During the same period of time (1995 – 2013) Chinese exports to Africa grew from 1.8 to 88.6 bn \$, and Chinese imports from Africa from 0.7 bn \$ to 116.3 bn \$ (11).<sup>8</sup></p>
Scientific	<p>Senegal and South Africa have established a joint science fund and are cooperating scientifically in areas such as Nano-technology, drought resistance crops, food processing and packaging, etc.</p>	<p>Senegalese institutions such as the Food Technology Institute (ITA), the Ecological Monitoring Centre (CSE), the Agricultural Research Institute (ISRA) and the Agency for Public Works (AGETIP) are providing technical support to countries from the Global South.</p>
Ideology-based	<p>In the 1960s Presidents Nyerere (Tanzania), Keita (Mali), Senghor (Senegal), Nkrumah (Ghana) and Touré (Guinea) were the main architects of <i>African Socialism</i> which promoted the idea of community-based development,</p>	<p>For many years Algeria provided balance-of-payment support to like-minded, non-aligned countries such as Vietnam, Cuba, Jamaica and Nicaragua.</p>

<sup>8</sup> With approximately 15 per cent of the world's population, Africa accounts for only a little over 3 per cent of global trade. Over the past decade, much of that trade has been reoriented towards Southern partners. Brazil, China and India now account for a quarter of Africa's total exports, up from a little over 10 per cent in 2005. China now takes more of African exports than the United States of America; India is in fourth place and Brazil in sixth place (42).

	distinctively different from Marxism and European socialist theory	
Political	The African Union and the various Regional Economic Commissions in Africa pursue political objectives in addition to economic goals. <a href="#">IGAD</a> , for example, plays an important role in conflict resolution in the Horn of Africa.	The formation of the <a href="#">BRICS</a> group had, inter alia, the objective of creating a stronger political voice in international governance structures, in line with demographic and economic importance of the five countries.
Institutional	Botswana has received substantial, long-term Kenyan technical assistance in building up its entire public service system	The “Bolsa Familia” cash transfer programme, which was “imported” from Mexico to Brazil, is now being exported to several African countries (as well as to Eastern Europe and the US).
Humanitarian	Senegal has always been a safe haven for refugees; currently the country hosts 14.274 refugees, mostly from conflict-affected countries such as Gambia, Guinea-Bissau, Côte d’Ivoire and Mauritania <sup>9</sup> .	“The island nation [Cuba] has sent hundreds of health workers to help control the deadly infection while richer countries worry about their security” (full story on Cuba’s assistance to Ebola-affected countries <a href="#">here</a> )
Infrastructure	Algeria and Nigeria play a key role in completing three African Union flagship programmes, namely the trans-Sahara highway Algiers-Lagos, the fibre-optic cable Algiers-Lagos, and a gas pipeline from Northern Nigeria to the Algerian coast	“The \$475m urban rail project - funded by China - is one of the most obvious examples of Beijing's huge role in Ethiopia's infrastructure development. China has also built dams, roads, and factories in Ethiopia, and even gifted Addis Ababa the African Union headquarters, which cost \$200m”. (full story <a href="#">here</a> )
Security	Tanzania has intervened to end an armed conflict in the Comoros (AU Operation Democracy in Comoros 2008), and currently contributes peacekeepers in six UN missions in Africa and UNIFIL in Lebanon.	Brazil and South Africa are jointly developing a missile (named “A-Darta”) that the two countries would use in their respective air force; both armies use the Swedish “Gripen” fighter plane.

### Different Modalities

SSC is a broad framework that can manifest itself in a variety of modalities, such as:

Partners		
South-South Cooperation	SSC	Cooperation between two or more countries from the Global South
South-South and Triangular Cooperation	SSTC	Cooperation between two or more countries from the Global South, supported financially and/or technically by a country from the North
South-South Cooperation via UN	SSCU	Cooperation between two or more countries from the Global South and implemented by a UN agency
South-South and Triangular Cooperation via UN	SSCUT	Cooperation between two or more countries from the Global South, supported financially and/or technically by a country from the North, and implemented by a UN agency
Fragile-to-Fragile Cooperation	F2F	A term used by the G7+ Group of fragile states as a modality to facilitate peer learning, capacity building, experience sharing and knowledge generation (12).

<sup>9</sup> At the time of the consultancy mission (January 2017) Senegal was receiving tens of thousands of Gambian refugees who fled the post-election conflict in that country.



City-to-City Cooperation	C2C	Cooperation between cities of the Global South
Public-Private Partnerships for South-South Cooperation	PPP-SSC	South-South cooperation involving private companies and multinationals

## Different Actors

From an ILO perspective the main actors of SSC are, of course, the tripartite constituents:

- *The ministries in charge of labour, employment and social affairs, and affiliated bodies:* for example, The South African Commission for Conciliation, Mediation and Arbitration ([CCMA](#)) welcomed study visits from Botswana, Lesotho, Swaziland and Zimbabwe to share the country's experience in the area of collective bargaining and arbitration mechanisms; the Senegalese ministry of labour has provided technical assistance and advice to Côte d'Ivoire and to Mali in the area of social dialogue, including the organization of trade union and employer representatives' election;
- *The trade union movements:* both the Kenyan and the Algerian trade union federations (COTU-K and UGTA) have established workers' education centres that welcome students from all over the continent; the congress of the South African COSATU has adopted an [International Policy](#) which is grounded in the fight against globalization, neo-liberalism and capitalism, and seeks to establish global economic justice and to end all forms of oppression. For COSATU, solidarity (and hence SSC) is not a matter of geography but an expression of the class struggle (13). The trade unions of the five BRICS countries have established the BRICS Trade Union Forum which seeks to influence BRICS policy making (14).
- *The employers' organizations:* .... of Kenya, Uganda and Tanzania cooperate with the Chinese employers' federation under a programme financed by Norway (NORAD), and implemented in partnership with ILO and the ITC. The programme is active in the areas of human resource development, women entrepreneurship, and working conditions. As a result of this programme Chinese companies investing in Kenya now seek advice from FKE in labour issues. Business South Africa cooperates with other employers' organizations from the Global South through the BRICS employers group, which focuses on skills and ILO's ["Future of Work"](#) centenary initiative.

Both the workers' and the employers' organizations from the African region have established continental organizations ([ITUC Africa](#) and [OATUU](#), as well as [Business Africa](#)); comparable organizations exist also at the sub-regional level, often aligned with the geographic coverage of RECs; examples include the SADC Private Sector Forum (SPSF) and the Southern African Trade Union Coordination Council ([SATUCC](#)); the East African Trade Union Congress ([EATUC](#)) and the East African Employers' Organization ([EAEO](#)); the West Africa employers' organizations have established a sub-regional network under the name "[FOPAO](#)" whereas in Central Africa the employers have established the regional organization "UNIPACE" and the workers an organization named OSTAC (Organisation Syndicale des travailleurs de l'Afrique Centrale OSFAC). The African ministries of labour meet annually under the umbrella of the African Union Specialized Technical Committee on Labour, Employment and Social Development; moreover, the African regional labour administration centres based in Harare ([ARLAC](#)), Tunis ([ACLAE](#)) and Yaoundé ([CRADAT](#)) serve as a meeting points for ministry of labour officials from the respective sub-regions.

It was reported in all countries visited during the consultancy mission that virtually all technical ministries, as well as many public institutions, entertain some kind of SSC relationships with other countries. Quite frequently, those ministries and agencies can make use of budget allocations

dedicated to international cooperation. Furthermore, SSC takes place not only at the national level, but also between provincial or district administrations and local municipalities ([city-to-city cooperation](#) (15)). However, none of the countries visited disposed of centralized statistics covering all actors and activities related to SSC. The absence of such oversight greatly diminishes the visibility of African countries as “donors”. Moreover, “the absence of overall national policies on SSC and related partnership development among most African countries make it difficult for them to pursue SSC in a comprehensive manner.” (16), and “challenges relating to coordinating institutions, reporting frameworks, tracking mechanisms and M & E systems on South-South Cooperation, are some of the variables that needs strengthening for optimal SSC benefits.” (17). Several African countries, including Algeria, Kenya and South Africa, contemplate the establishment of national development cooperation agencies<sup>10</sup> which would address the lack of coordination and standardized reporting.

Last but not least, civil society organizations are active in SSC as well. CSOs have been at the forefront in promoting and participating in their own SSC partnerships albeit with difficulties. Issues touching on human rights, social development, cultural exchanges, environmental sustainability, democracy and sustainable employment form the cornerstone of CSO SSC partnerships. Prominent examples of CSO SSC partnerships include “Women in Informal Employment: Globalizing and Organizing” ([WIEGO](#)), based in India, and [StreetNet](#), an association of street vendors based in South Africa. Both organizations target informal economy workers and operators, and have acquired a global outreach.

### Qualitative Aspects of SSC

Virtually all Southern bilateral development assistance is in the form of project loans and grants. Unlike Northern development partners, most Southern contributors lack the financial capacity to provide significant amounts of general budget support<sup>11</sup>, which is seen by many as the preferred aid modality since it fully respects the principle of national ownership (18). If one excludes the large-scale, Chinese-funded infrastructure programmes SSC projects generally consist of a combination of direct technical assistance, the supply of equipment and funds for training or bursaries, and often operate at the micro/local level. SSC may be less predictable than the funding from “traditional donors” because of the vulnerability of the economies of the South to external shocks.

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<sup>10</sup> Such agencies already exist in Morocco ([Agency for International Cooperation](#)), Tunisia ([Agency for Technical Assistance and Cooperation](#)) as well as in Egypt ([Egyptian Agency of Partnership for Development](#) and the [Egyptian Fund for Technical Cooperation with Africa](#)); Nigeria has established as far back as 1987 a [Technical Aid Corps](#), which send volunteers to (mostly African) countries.

<sup>11</sup> With the exception of Arab multilateral funds and the governments of Kuwait, Saudi Arabia, United Arab Emirates and Venezuela have provided balance of payment support to finance oil imports.

On the other hand SSC has the reputation of being more cost-effective than Northern aid, because of the lower cost of technical expertise. Southern technology is also regarded as more appropriate to developing nations than high-tech solutions from the North. Southern assistance has few, if any, policy conditionalities; this makes it more attractive to governments than Northern assistance flows, which come attached with policy strings, but may also attract criticism from civil society in countries where human rights records are poor. In fact, the non-interference principle underlying the SSC

“India and China have different patterns of aid. India concentrates on non-monetary aid mainly in the form of technical assistance and scholarships, while China offers a wider range of monetary and non-monetary aid packages, which include grants and loans for infrastructure, plant and equipment, as well as scholarships, training opportunities, and technical assistance. Chinese monetary aid is tied to the use of Chinese goods and services, but does not carry the ‘good governance’ conditionalities that currently characterize Western donors. Especially in the case of China the line between FDI and aid is often blurred, as is the line between aid and trade.” (quoted in: (41)

concept means that autocratic and dictatorial regimes from the South may receive massive amounts of aid and investment from sympathetic Southern partners without having to fear any uncomfortable questions relating to human rights and freedom of expression.

The UN “Framework of operational guidelines on United Nations support to South-South and triangular cooperation” (19) recalls that SSC is a “partnership between equals”, but the partners are rarely equal in reality. The largest providers of development aid from the Global South, such as Brazil, China, India, Russia, South Africa and Turkey, are members of the G 20; the size of their economies and populations exceeds by ten or even a hundred times that of the great majority of African countries. Such imbalanced power relations almost inevitably result in a “donor-beneficiary” relationship between the dominant partner from the “wealthy South” and the recipient from the “needy South”. In this sense, many instances and manifestations of SSC suffer from the same deficiencies that have been attributed to traditional North-South cooperation – and which led to the adoption of the [Paris Declaration on Aid Effectiveness](#) and its successor documents.

Finally, Southern donors seldom participate in aid coordination and harmonization efforts established in many developing countries at the national and/or sectoral levels.

### The Role of Regional Economic Communities

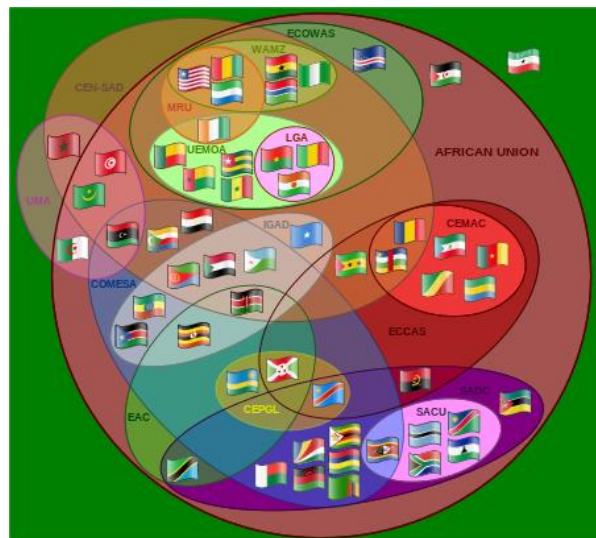
Africa's Regional Economic Communities (RECs) include eight sub-regional bodies which constitute the building blocks of the African Economic Community which, established in the 1991 through the Abuja Treaty, provides the overarching framework for continental economic integration. The eight are:

- The [Arab Maghreb Union \(AMU/UMA\)](#)
- The [Economic Community of West African States \(ECOWAS\)](#)
- The [East African Community \(EAC\)](#)
- The [Intergovernmental Authority on Development \(IGAD\)](#)
- The [Southern African Development Community \(SADC\)](#)
- The [Common Market for Eastern and Southern Africa \(COMESA\)](#)
- The [Economic Community of Central African States \(ECCAS\)](#)
- The [Community of Sahel-Saharan States \(CENSAD\)](#)

Africa's RECs do not only constitute key building blocks for economic integration in Africa, but are also the principal actors working in collaboration with the African Union (AU), in ensuring peace and stability in their regions. Beyond their role in peace and security, RECs play a crucial role in fostering economic, technical, financial, scientific and cultural cooperation among the member states of their respective sub-regions. RECs therefore play an essential role in fostering SSC. Many of them have established free trade zones and agreed on the free movement of persons. Some RECs, such as ECOWAS and the EAC, have introduced common passports similar to the EU model.

ILO MoUs with African RECs	
<a href="#">ECOWAS</a>	2005
<a href="#">EAC</a>	2001
<a href="#">IGAD</a>	2012
<a href="#">SADC</a>	2007
<a href="#">ECCAS</a>	2006

RECs greatly facilitate SSC in Decent Work-related subjects; ECOWAS/CEDEAO,<sup>12</sup> for example, has established social dialogue, social protection and labour legislation committees, while UEMOA<sup>13</sup>, has set up a tripartite Labour and Social Dialogue Council<sup>14</sup>. SADC has formulated a regional [Decent Work Programme](#) which covers the period 2013 – 2019 and provides an excellent basis for SSC at the sub-regional level. The EAC, too, had developed a regional [Decent Work Programme](#) covering the period 2010 – 2015, and organized annual meetings of the East African tripartite constituents. Noteworthy are also the East and Central Africa Social Security Association ([ECASSA](#)), which covers the EAC plus Zambia, the Inter-University Council for East Africa ([IUCEA](#)), and the East African Network for Environmental Compliance and Enforcement ([EANECE](#)), an informal network of agencies responsible for environmental management, compliance and enforcement.



A lesser known, but nevertheless very effective body (not recognized as a REC), OHADA<sup>15</sup>, seeks to harmonize business laws throughout French-speaking Africa as a prerequisite for economic cooperation.

The effectiveness of Africa's RECs is however diminished by overlaps and redundancies, as depicted in the graph above. Some countries have adhered to four or more RECs that sometimes pursue conflicting objectives.

## The Role of Pan-African Institutions

### African Union

The [African Union](#) is the continent's principal organ, fostering all forms of cooperation among its 54 member states. The AU Commission has established in 2012 a partnership division which is

<sup>12</sup> CEDEAO stands for « Communauté économique des Etats de l'Afrique de l'Ouest », or Economic Community of West African States ([ECOWAS](#)), which brings together 15 West African countries.

<sup>13</sup> [UEMOA](#) = Union Economique et Monétaire Ouest Africaine, which unites eight West African countries that use the CFA franc as a common currency.

<sup>14</sup> UEMOA had allocated an amount of 200 million FCFA per year to cover the Council's operating costs, and also financed the salary of its permanent secretary.

<sup>15</sup> [OHADA](#): Organization for the Harmonization of business law in Africa.

responsible for partnerships between the AU and *non-African* continents and countries, not for intra-African partnerships, which are covered by the department for regional integration. Before the establishment of the partnership division the different AU Commissioners would conclude individual agreements with development partners without any coordination.

All AU partnerships are guided by the objectives of Agenda 2063, which seeks to achieve seven aspirations, including the “SSC aspiration” 2: “An integrated continent, politically united, based on the ideals of Pan-Africanism and the vision of Africa’s Renaissance” (20). Agenda 2063 has been broken down into five ten-year programmes. The [current ten-year programme 2013 – 2022](#) (21) builds on the seven aspirations of the 2063 Agenda by defining 20 operational goals, plus associated priority areas and implementation strategies.

The AU has concluded partnership agreements with the Arab League, with the European Union, with South American countries, and bilaterally with a number of countries such as Cuba, Japan ([TICAD](#)), Brazil, China ([FOCAC](#)), Turkey, India, South Korea and, recently Russia. In 2014 President Obama organized the first US-Africa summit which is now followed-up by annual consultations. (A full list is of AU partnership agreements is provided [here](#)). In 2014 the AU requested UNDP to carry out a study on all existing and planned partnerships with external entities with a view of coordinating and streamlining them. This study is still ongoing.

The AU Commission deals only with continental partnerships and has no influence over partnerships signed by RECs, most of which pursue their own objectives which may not always match the continental agenda.

The AU has established an [African Union Volunteer Corps](#) which could play an important role in fostering SSC.

## NEPAD

The “New Partnership for Africa’s Development” ([NEPAD](#)) was founded in the early years of the millennium as Africa’s response to the structural adjustment programmes dictated by the Bretton Woods institutions. Originally driven by the Heads of State of South Africa and Senegal the initiative was later joined by Algeria, Egypt and Nigeria. Until 2008 the agency’s structure and mandate, as well as its relationship with the Africa Union, remained vague until it was decided in that year to transform NEPAD into the development agency of the AU. NEPAD is now a branch of the AU, although it does not report to the AU Commission, but rather to the “NEPAD Heads of State and Government Orientation Committee”. NEPAD sees its role as an incubator of projects, as a facilitator of knowledge-sharing, and as a broker of partnerships.

NEPAD derives its resources (24 million \$ in 2016) from the AU budget, from voluntary contributions by Africa countries, from “traditional donors” and from the private sector (such as, for example, the Bill and Melinda Gates Foundation). NEPAD functions in essence like a technical cooperation agency that implements projects on behalf of the AU. Those projects, of which currently some forty are being implemented, must be aligned with the [Agenda 2063](#) of the African Union. The projects are grouped under four programmes, namely:

- Natural resource management and food security;
- Regional integration with a focus on infrastructure and trade (implemented through Regional Economic Commissions);
- Industrialization, science and technology;
- Skills and job creation for the youths (22).

All NEPAD projects have an SSC component, and many are implemented in partnerships with RECs.

NEPAD played a leading role in establishing in 2003 the African Peer Review Mechanism ([APRM](#)) as a specialized agency of the African Union. The APRM, which currently has 33 African member countries, is an instrument for sharing experiences, reinforcing best practices, identifying deficiencies, and assessing capacity-building needs to foster policies, standards and practices that lead to political stability, high economic growth, sustainable development and accelerated sub-regional and continental economic integration.

#### [African Development Bank \(AfDB\)](#)

The AfDB could be considered an SSC institution in itself since it promotes cooperation among African countries while also counting non-African countries from the Global South (as well as from the North) among its membership. ADB procurement rules accord (under certain conditions) a preference to the use of African expertise in ADB operations.

The incoming administration of the [AfDB](#) has determined five top priorities that complement the Bank's ten-year programme (2013 – 2023); the "High Five" are:

- Light up and power Africa
- Industrialize Africa
- Feed Africa
- Integrate Africa
- Improve the quality of life for the people of Africa.

The AfDB cooperates closely with the African RECs in areas such as capacity building and economic integration; the Bank supports regional integration through regional programmes, such as combatting the effects of drought in the Horn of Africa. The AfDB believes that regional interventions could be more effective than national ones.

In March 2011, the Board of Directors of the AfDB approved an agreement with Brazil on the establishment of the South-South Cooperation Trust Fund ([SSCTF](#)). The objective of the Trust Fund is to support African countries in mobilizing and taking advantage of development solutions and technical expertise available in the South. The Fund will also seek to promote South-South partnerships and knowledge sharing among middle-income countries (MICs), and between MICs and LDCs in Africa.

#### [UN Economic Commission for Africa \(UNECA\)](#)

The UNECA strategy for the African continent, which is aligned with the AU Agenda 2063, seeks to initiate the structural transformation of African economies through agro-based industrialization, productivity enhancement, and increased cooperation and integration. Regarding the latter point the ECA observes a small but certainly not sufficient increase in intra-African trade. According to the Commission trade between African nations is hampered by

- insufficient infrastructure;
- the structure of African economies, which are often not complementary;
- excessive bureaucracy; and
- a certain lack of political will to actually implement free trade agreements that have been signed.

The AU Agenda 2063 foresees the establishment by 2017 of a continental free trade zone comprising ECOWAS, SADC and COMESA, but it is unlikely that this will be achieved by the agreed deadline.

The UNECA publishes every year an African Regional Integration Report which measures the degree of economic integration for each of the AU-recognized Regional Economic Commissions, and for each of the member states of these eight RECs. The degree of integration is assessed in relation to five dimensions (trade, infrastructure, finance, production, movement of people), plus a number of sub-indicators. According to the [2016 edition](#) the EAC achieves the highest degree of integration (0.540) and CEN-SAD the lowest (0.395). Kenya, Côte d'Ivoire and South Africa possess the "most integrated" economies of the continent.

## The Role of the UN

### The UN Office for South-South Cooperation (UNOSSC)

The [UNOSSC](#) originated from a special unit, established in 1974 within UNDP to promote technical co-operation among developing countries; its name was later changed to the current title, while its primary mandate remained: to promote, coordinate and support South-South and triangular cooperation globally and within the United Nations system. The Office:

- mainstreams South-South cooperation across the UN system and throughout the international development community;
- engages a wide range of partners, including Member States, UN entities, multilateral bodies and private-sector and civil society organizations in order to provide the most efficient, effective and comprehensive support for South-South cooperation;
- innovates by continually seeking, showcasing and transferring forward-thinking Southern development solutions to development partners;
- enables countries of the South to use their wealth of resources, tangible and intangible, in support of national, regional and global development efforts;
- serves as the secretariat to the [High-level Committee on South-South Cooperation](#); and
- manages the UN Fund for South-South Cooperation and the Pérez-Guerrero Trust Fund for Economic and Technical Cooperation among Developing Countries.

The Office hosts the [Global South-South Development Academy](#), an online platform through which Southern development solutions and experts have been identified, codified and managed. Secondly, the Office organizes annual [Global South-South Development Expos](#). Thirdly, the Office animates a [South-South Global Assets and Technology Exchange](#).

The UNOSSC operates regional South-South units hosted by UNDP regional resource centres; the regional unit for Africa provides policy and technical support, and has contributed to the work of the African Union on "Strategic Partnership between Africa and Emerging Powers". It also builds the Pan African Parliament capacity in SSC. It supports African countries in their contribution to the aid/development effectiveness process and works with the New Partnership for Africa's Development (NEPAD) in shaping the policy framework for SSC.

## UNDP

UNDP, in addition to hosting the UNOSSC, has developed its own [SSC strategy](#) (23) which aims reorient UNDP's approach to SSC and SSTC as development accelerators and multipliers. The strategy takes account of the radical transformation in the scope, scale and effects of cooperation between developing countries over the course of the past two decades, calling for a creative and considered response from the multilateral development system.

In 2015, UNDP reported 689 projects and programmes across 132 countries that have utilized South-South and triangular cooperation approaches, covering more than 15 percent of UNDP's total projects and programmes (24). This is a step forward from the 2014 baseline parameters which

reported 469 initiatives. Over 16 percent of country offices reported that SS(T)C was substantially and systematically utilized for achieving development results. UNDP's [web site](#) dedicated to SSC gives access to numerous documents and project briefs related to SSC.

Moreover, UNDP has been concluding strategic partnerships with the larger economies from the Global South. According to a UNDP guidance note (25) such strategic partnerships shall intensify South-South Cooperation, broaden the participation of emerging countries in UNDP's Executive Board, and position UNDP as a development leader in the global multilateral environment. The partnership agreement with South Africa (26) situates UNDP as the implementing agency for some of South Africa's SSC activities.

### Other UN agencies

The great majority of UN agencies promote SSC in one way or another<sup>16</sup>, and many have established units or programmes dedicated specifically to SSC. Examples include:

- The **FAO** South-South Cooperation and Resource Mobilization Division ([TCS](#)) leads and coordinates FAO's work in South-South Cooperation (SSC), resource mobilization and resource partner outreach, and supports project cycle management and operations; the FAO has created a FAO South-South Cooperation [Gateway](#) for the sharing of expertise between countries. FAO's SSC programme is strongly supported by China.
- The **WHO**'s SSC programme focuses primarily on the Americas under the "PAHO<sup>17</sup>/WHO [programme](#) of Technical Cooperation among Countries for Health Development".
- **UNESCO**'s [programme](#) on South-South and Triangular Cooperation in Education has published a [repository](#) of good practices within specific education thematic areas, and established with support from Malaysia an "International Science, Technology and Innovation Centre for South-South Cooperation under the Auspices of UNESCO" ([ISTIC](#)).
- **UNIDO** operates two Centres for South-South Industrial Cooperation in [India](#) and in [China](#), which have the purpose of mobilizing the technical, financial and managerial resources required for projects and programmes. Similar centres shall be established in Indonesia, Iran, Morocco, South Africa and Brazil.
- The **WFP** has developed a comprehensive policy on South-South and Triangular Cooperation (27) and established a [Centre for Excellence](#), located in Brasilia, which aims to be at the cutting edge of South-South cooperation, and focuses on school feeding programmes.
- The **UNFPA**, too, has adopted a strategy on South-South Cooperation (28) in population-related matters.
- **UNEP** is very active in the area of SSC; the agency hosts a South-South Cooperation [Exchange Mechanism](#) which aims at strengthening exchange and collaboration between developing countries in the fields of environment and sustainable development.
- **UNDG** established in 2015 a South-South and Triangular Cooperation [Task Team](#).

All UN SSC units or programmes focus primarily on the exchange of knowledge, tools, expertise, innovation and solutions. The fact that most of the SSC units are located in the UN agencies' partnership or development cooperation departments seems to indicate that they perceive SSC as a resource mobilization opportunity.

A comprehensive assessment of the role of the UN in SSC, carried out in 2011 by the UN Joint Inspection Unit (29), observed that the full potential of SSC was not realized because of structural

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<sup>16</sup> The UNOSSC maintains a "[UN entities space](#)" which however seems to be largely outdated or incomplete.

<sup>17</sup> PAHO = Pan American Health Organization



weaknesses, underfunding, lack of coordination, and the absence of a common definition of what is meant by SSC.

## SSC in the ILO

Although the term “South-South Cooperation” is relatively recent the ILO has supported such cooperation since many decades. For example, from the 1970s until the end of apartheid in South Africa, the ILO actively supported the Southern African “frontline states”, and implemented skills training programmes for political refugees from South Africa and Mozambique based in Tanzania and Zambia. In 1987 the ILO signed an agreement with the Government of Brazil to undertake technical cooperation with countries in Latin America and Africa. This agreement was complemented in 2009 by a specific South-South Cooperation Agreement. Between 1997 and 2003 the ILO implemented the continental “Jobs from Africa” programme, which include a strong South-South knowledge exchange component, and which was closely associated with the African Union. Over the years the ILO has more formally strengthened its role as a bridge between countries of the South in sharing decent work experience and helping countries to move towards sustainable development. Additional partners from the Global South have decided to support ILO’s work on the promotion of decent work: Algeria, China, Kuwait, Panama, Russia and Turkey, to name a few. During the period 2000 to 2015, not less than 55 countries from the Global South provided some kind of funding for ILO-related technical cooperation activities. (30).

In February 2011 the ILO developed a [Strategic Framework](#) for South-South Cooperation 2012-2016 (31) which served as a basis for the Governing Body document ([GB.313/POL/7](#)) “South–South and triangular cooperation: The way forward” (32); this document was discussed by the GB in March 2012, and, after a [second discussion](#) in November 2012, endorsed with a set of SSC-related outcomes and indicators. In November 2015 the GB adopted the “ILO Development Cooperation Strategy 2015 – 2017” ([GB.325/POL/6](#)) (33), which emphasized the importance of SSC, including for resource mobilization.

The importance the ILO attaches to SSTC is demonstrated further by the fact that since the 2012-13 biennium, each Programme and Budget includes a paragraph and a substantial financial allocation (1.7 million \$ per biennium) for SSTC. The draft P&B for 2018-19 proposes to maintain this allocation.

Since the reorganization of the Office in 2013 following the election of Mr Guy Ryder as Director-General, ILO’s SSTC programme is being coordinated by the “Emerging and Special Partnership Unit” (ESPU) in the Partnership and Field Support Department ([PARDEV](#)). The unit does not implement projects but supports project implementation and promotes the SSTC concept through a variety of activities, such as:

- Active participation at the annual South-South expo<sup>18</sup> organized by the UNOSSC;
- Numerous SSTC-related publications and training tools (accessible via the [SSTC portal](#));

### SSC for Local Governance

Morocco implements a decentralization strategy through the strengthening of regional and local authorities and ensuring a participatory, transparent and equitable democratic local governance model. Many countries in the region and elsewhere have requested Morocco to share its experience in local strategic planning, training of local actors and coordination of decentralized cooperation. Some 191 cooperation agreements were signed between the decentralized authorities of Morocco and its international partners, including 80 with Africa and 4 with Asia. (51)

<sup>18</sup> The very first South-South expo took place in 2010 at the ILO headquarters.

- Organization of an “[SSTC Academy](#)” in cooperation with the ITC Turin;
- Maintenance of a “[South-South meeting point](#)”;
- Mobilization of resources from the Global South for ILO activities, as well as support from countries of the North in support of SSC (the SSTC modality);
- Promotion of partnership agreements and joint cooperation activities with partners from the Global South.

In addition to PARDEV many ILO units and offices promote SSC and SSTC. Four examples may suffice:

- The Inter-American Centre for Knowledge Development in Vocational Training ([CINTERFOR](#)) in Montevideo has been set up by the ILO as an SSC institution for the Americas.
- The ILO International Training Centre in Turin ([ITC-ILO](#)) serves as a meeting point for tens of thousands of students every year from the Global South.
- The African regional labour administration centres based in Harare ([ARLAC](#)), Tunis (ACLAE) and Yaoundé ([CRADAT](#)). The Global Labour University ([GLU](#)) is a network of trade unions, universities and the ILO involving partners from the South (India, Brazil, South Africa) and the North (Germany, US).

The strengthening of South-South cooperation is often a positive side-effect of regional projects, even though such projects were not originally designed as SSTC ventures. Examples include:

- The project “promoting social dialogue in French-speaking Africa” (PRODIAF), funded by Belgium and implemented between 1999 and 2010, which facilitated and supported the establishment of social dialogue institutions in several West African countries and at the level of Regional Economic Commissions;
- The [COOP<sup>AFRICA</sup>](#) project (2007 – 2013), which set up a network of African Centres of Excellence as providers of cooperative business services;
- The TACKLE project (tackling child labour through education, 2008 - 2013) promoted SSC in the fight against child labour in 12 countries across Africa, the Caribbean and the Pacific group of states.
- The ILO/UNOSSC -SSTC project for the implementation of gender sensitive social protection floors (2014-15) which has, for instance, promoted a “single window approach” for SPFs in Cambodia, Indonesia and several African countries, inspired by experiences from Mongolia and India.

It is likely that SSC will grow in the ILO in coming years, not least because of the growing importance of the Global South in economic and demographic terms.

## Part II: Towards an ILO Framework on South-South Cooperation for Decent Work in Africa

Part I of this document has presented the many facets, modalities and actors of SSC in Africa, outlined the role that RECs, continental organizations and the UN are playing in fostering SSC, and touched upon the deficiencies that diminish the effectiveness of SSC. Part II of this document proposes a framework to address these shortcomings from a world-of-work perspective.

### SSC in Africa: Progress and Challenges

All African countries are active participants in South-South Cooperation, both as providers and as recipients of assistance, expertise and aid. The African RECs, including those that are not recognized by the AU<sup>19</sup>, are playing an increasingly important role in fostering SSC. The pan-African road, rail, power and IT infrastructure is expanding rapidly. Trade among African countries is still small, but growing; trade barriers are falling and the free movement of people, at least at the level of RECs, is becoming the norm. Social dialogue structures are being established at the sub-regional and the continental levels; social protection institutions enter into partnership agreements to guarantee the portability of social protection benefits. Ministries of Labour are providing technical assistance to other African countries in areas such as labour administration, labour inspection, and the application of labour standards. African higher learning and skills development institutions welcome students from other countries. African countries provide humanitarian aid to people in need, and wealthier nations grant financial assistance to less privileged countries. Partnership agreements between African nations are typically facilitated by a common bond resulting from geographic proximity or a shared language, history, faith or political orientation. South-South Cooperation has truly become the cornerstone of Africa's efforts to achieve self-reliance in the broadest possible sense.

However, five closely related deficiencies diminish the efficiency and effectiveness of Africa's SSC at the *national level*; there is a need for:

- *Prioritisation*: assistance is often provided on an ad-hoc basis, without prioritization and sequencing of interventions, without a long-term perspective, and without the measurement of results and impact;
- *Better coordination*: all technical ministries, the social partners, provincial governments and municipal authorities participate in SSC, but often without any overarching guidance or oversight. In most countries, *Incoming* assistance is coordinated much more efficiently.
- *Sound M&E systems* to objectively assess and measure the impact of SSC interventions.
- *Effective institutions*: very few African countries have established development cooperation agencies that could serve as primary interlocutors and main entry points for African (and non-African) countries seeking assistance and advice;
- *Greater visibility*: The various providers of SSC within a countries do either not report at all, or do not use standardized reporting templates, with the result that the outside world ignores the volume and impact of Africa's SSC.

At the regional and continental level these shortcomings are further exacerbated by a *lack of knowledge* of what exists in Africa in terms of Decent Work related expertise, experience and capacity, and by the *lack of a mechanism* designed to match capacity gaps in one country with available capacity in another.

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<sup>19</sup> As, for example, OHADA, the Indian Ocean Commission, the Manu River Union, and the Common Monetary Area of Southern Africa. See also: (50)

The ILO does play a significant role in fostering SSC between and among African nations in areas related to the Decent Work Agenda, but ILO’s support to SSC seems to be delivered mostly in an ad-hoc fashion, not guided by a dedicated strategy.

### SSC in Africa: Lessons Learned and Recommendations

The points below are derived from the questionnaires on South-South Cooperation addressed to ILO member States in Africa, from the discussions held during the consultant’s visits to five African countries, and from the consultant’s personal knowledge of ILO’s development cooperation programme. Based on these elements the following recommendations can be derived:

1. *Reinvigorate partnerships at the continental level, especially at the operational level (in addition to the AU political level), through:*
  - a. *A strengthened partnership with NEPAD* which is the operational arm of the African Union, and whose programmes are supportive of the Decent Work Agenda.
  - b. *A renewed partnership with the AfDB, focussing specifically on SSC.*
  - c. *The formulation of a continental Decent Work Programme (C-DWP), to be concluded between ILO ROAF, the AUC, NEPAD, ITUC-Africa, OATUU, and Business Africa; the C-DWP would become a complement to national DWCPs and R-DWPs, and serve as an instrument to operationalize the [conclusions of the 13<sup>th</sup> ARM](#) (December 2015)*
2. *Put greater emphasis on cooperation with regional economic communities: Africa’s RECs are of particular importance for the promotion of SSC, even though their effectiveness (in the area of SSC) varies from one community to the other. The ILO has concluded MoUs with five of the eight AU-recognized RECs, but some of those MoUs are outdated and others have never been put into practice. In order to reinvigorate the partnership with RECs the ILO should:*
  - a. Conclude agreements with the “missing three<sup>20</sup>”, renew outdated MoUs (in particular the one with the EAC, dating back to 2001), and consider developing partnerships with additional regional bodies, such as the Indian Ocean Commission (IOC), OHADA (see above), and the Manu River Union.
  - b. Formulate and implement regional Decent Work Programmes (R-DWP) at the level of RECs with the aim of complementing national DWCPs through regional activities. This would also require the definition by the ILO of adequate “regional programme outcomes” (RPOs) in addition to country programme outcomes CPOs, as well as a concertation mechanism to avoid that RECs with overlapping membership pursue diverging decent work priorities.
  - c. Consider appointing *ILO Special Representatives* to RECs who would be responsible for the implementation of R-DWPs. This role could be played by country office directors covering the country in which the respective RECs has its headquarter.
3. Strengthen partnerships with, and support to, regional and sub-regional *workers’ and employers’ organizations*, and with regional and sub-regional *social dialogue institutions*, including the three regional labour administration centres (ACLAE, ARLAC and CRADAT).

**SSC for Employment Services**

The national employment agency of Morocco (ANAPEC) has contributed to the establishment of youth employment agencies in Nouakchott and Nouadhibou (Mauritania), and maintains close working relations with the employment agencies of many French speaking countries. This has led to the establishment in 2016 of the “African Network of Employment Policies and Services.” (47)

<sup>20</sup> The three missing ones are: UMA Maghreb, CEN-SAD Sahel, and COMESA

4. *Formulate and implement regional and sub-regional ILO programmes* which, by their very nature, promote SSC, and which have played a very significant role in establishing regional networks and institutions, promoting regional exchanges, facilitating the secondment of experts, harmonizing laws, regulation and procedures, and financing joint ventures throughout the region. However, the SSC aspect of ILO regional programmes should be clearly identified and targeted right from start, rather than being considered merely a positive side effect.
5. *Reorient ILO's own SSTC programme* in four ways:
  - a. Put *greater* emphasis on mobilizing *intra-African* SSC and on the role of African countries as *providers* (rather than recipients) of development cooperation;
  - b. Put *less* emphasis on the financial aspects of SSC (SSC as an ILO funding source) and more on the manifold operational aspects of South-South cooperation (see above).
  - c. *Complement* the sharing of knowledge, experience and expertise (the programme's current main thrust) with the facilitation of concrete, operational partnerships in areas related to the world of work between two or more countries.
  - d. Reinvigorate the triangular modality of ILO's SSC (SSTC), which seems to offer a considerable potential that is far from being exploited. The ILO, as an international organizations, could be instrumental in fostering SSTC arrangements with the aim of promoting the use of African expertise, knowledge and experience on the continent and elsewhere.
6. *Explore the feasibility of involving ILO's public-private partnership (PPP) portfolio in SSC*: how can lessons learned through PPPs in a certain country from the South replicated elsewhere in the Global South? Such exchange of experience would require a closer cooperation between the ILO Regional Offices located in the Southern hemisphere to promote "intra-ILO SSC".
7. *Promote SSC at the sub-national level*, especially in larger countries with a federal structures, such as Nigeria, South Africa and Ethiopia<sup>21</sup>, and stimulate South-South cooperation between cities and local governments.
8. *Assist African countries* in designing their own SSC policies, in defining SSC reporting and M&E frameworks, and, where appropriate, establishing their own development cooperation agencies. Such assistance could be included as an objective or priority under relevant DWCPs.
9. *Conclude Junior Professional (JPO) programmes* with African countries, and other countries from the Global South.

#### **SSC for Skills Development**

Various vocational training institutions from Mauritius have been training students from Ethiopia in tourism, from Madagascar in ICT, and from the Seychelles in the education of persons with disabilities. Moreover, some 20 African students benefit from Mauritian bursaries every year. (48)

### SSC in Africa: Policy Orientations

The proposed ILO SSC framework does not stand in a vacuum but must be embedded into, and aligned with, overarching frameworks at the global, continental and agency levels. Those are:

- Global policy frameworks:

<sup>21</sup> See for example the [Maputo Corridor Logistics Initiative](#) which involves several provincial governments and local municipalities from South Africa and from Mozambique

- The [outcome document](#) of the High-level UN Conference on SSC (2009), which determines the universal principles, values, modalities and objectives of SSC.
- The [2030 Agenda](#) for Sustainable Development, which solemnly declares that “we envisage a world in which every country enjoys sustained, inclusive and sustainable economic growth and decent work for all.” The 17 Sustainable Development Goals and their 169 targets cannot be achieved without a strong element of SSC.
- The “[Addis Ababa Action Agenda](#)” (outcome document of the 3<sup>rd</sup> Financing for Development Conference) which affirms that: “*South-South cooperation is an important element of international cooperation for development as a complement, not a substitute, to North-South cooperation*”.
- Continental policy frameworks:
  - The African Union [Agenda 2063](#), which is a “shared strategic framework for inclusive growth and sustainable development and a global strategy to optimize *the use of Africa’s resources* for the benefit of all Africans.”; the Agenda calls for “a deepened South-South cooperation based on a Common African Foreign Policy”, and envisions “economies [that] are structurally transformed to create shared growth, decent jobs and economic opportunities for all”;
  - The [Addis Ababa Declaration](#) “Transforming Africa through Decent Work for Sustainable Development”, adopted at the 13<sup>th</sup> ILO African Regional Meeting, which seeks to promote “South–South cooperation as a means to facilitate the exchange of experience, the sharing of good practices and mutual learning between countries of the region, and in cooperation with other regions.”
- ILO policy frameworks
  - The [Decent Work Agenda](#) with its four interrelated, inseparable and mutually supportive strategic objectives, which are reflected in the global and continental frameworks above.
  - The “ILO Development Cooperation Strategy 2015 – 2017” ([GB.325/POL/6](#)) which, as mentioned above, stresses the importance of South-South and Triangular Cooperation.

Further guidance is provided by the “Quadrennial comprehensive policy review of operational activities for development of the UN system” ([QPCR, 2016](#)) (34), which “reiterates that the United Nations development system should mainstream and enhance its support to South-South and triangular cooperation, at the request and with the ownership and leadership of developing countries, through a system-wide approach, taking into account that South-South cooperation is a complement to, rather than a substitute for, North-South cooperation...” (para 23), as well as by the ILO draft [Programme & Budget for 2018-19](#), which contains numerous references to SSCT, and proposes a special allocation of 1.8 million \$ to strengthen ILO’s work in this area. Furthermore, ILO’s [five flagship programmes](#), identified as key areas of work in the development context, are capitalizing on South-South and Triangular Cooperation to support the implementation of the programmes in the countries, and the building of a knowledge base. For instance, two SSCT projects with Algeria and China are contributing to ILO’s Flagship Programme on Building social protection floors for All.

The above policy documents reaffirm the importance of Decent Work as a global goal, the role of SSC as a preferred implementation modality, and of Africa as a priority, high-potential continent, and therefore provide a coherent conceptual basis for the proposed ILO SSRC framework for Africa

## SSC in Africa: Thematic Priorities for ILO support

ILO's support to SSC will seek to facilitate *technical cooperation* among African countries in areas related to the Decent Work Agenda. The thematic priorities in the table below are being proposed taking into account three criteria:

- They are fully aligned with the main policy frameworks outlined above: the 2030 Agenda, the AU 2063 Agenda, and the Decent Work Agenda;
- They offer potential for cross-border and/or multi-country cooperation;
- They respond to a real demand expressed by constituents at the country, sub-regional or regional level.

Proposed thematic priorities for ILO's support to SSC in Africa				
Thematic Priority	Justification	Related SDG target(s)	Related Agenda 2063 Aspiration	Related ILO Policy Outcome(s)
Youth employment	Top priority of virtually all African governments	4.4, 8.5, 8.6, 8.b	1 (inclusive growth); 6 (women and youth)	1 (employment)
The elimination of child labour and human trafficking	The incidence of child labour is still high in Africa compared to all other continents.	8.7	3 (good governance)	2 (labour standards); 8 (unacceptable forms of work)
Skills recognition	Prerequisite for regional integration and migration	4,3, 4.4, 4,5	6 (people driven development)	1 (employment)
Technical and vocational training and education (TVET)	Considerable potential for SSC among African countries	4,3, 4.4, 4,5	6 (people driven development)	1 (employment); 4 (enterprises); 5 (rural); 6 (informal)
Labour standards reporting and compliance	Existence of centres of excellence on the continent	8.8, 16.3, 16.5, 16.b	3 (good governance)	2 (labour standards); 8 (unacceptable forms of work)
Global supply chains	Many African economies constitute the starting point of a global supply chain, but do not control these chains	8.a, 9.3, 9.b, 16.3, 17.11	7 (Africa as an influential global player)	2 (standards); 4 (enterprises); 7 (compliance)
Social protection portability	Prerequisite for regional integration	1.3	2 (integrated continent)	3 (social protection)
Social protection systems and national floors	Existence of innovative SP schemes in various countries (Africa and elsewhere)	1.3, 1.3, 3.8, 5.4, 8.5, 10.4	1 (inclusive growth)	3 (social protection)
Green jobs	Africa's vulnerability to climate change	8.4 (plus SDGs 11-15)	1 (sustainable development)	4 (enterprises)
Social and Solidarity Economy	Existence of many innovations in Africa and the Global South (see: (35) and (36))	1.1, 1.2, 10.1, 10.2	1 (inclusive growth); 6 (people-driven development)	4 (enterprises); 5 (rural economy); 6 (informal economy)
Rural economy	Two thirds of all African households live in rural areas	1.2, 2.3, 8.2	1 (inclusive growth); 6 (people-driven development)	5 (rural economy)
Informal economy	Prevalence of informal economy in all African countries	8.3, 10.2	1 (inclusive growth); 6 (people-driven development)	6 (informal economy)
Social dialogue	Existence of sub-regional bodies and mechanisms	8.8, 16.1, 16.6, 16.7	3 (good governance); 6	7 (compliance); 10 (workers and employers)

Proposed thematic priorities for ILO's support to SSC in Africa				
Thematic Priority	Justification	Related SDG target(s)	Related Agenda 2063 Aspiration	Related ILO Policy Outcome(s)
			(people-driven development)	
Labour administration	Many successful examples of related SSC; existence of three regional labour administration centres.	16.6	3 (good governance)	7 (compliance); 10 (workers and employers)
Labour migration	An important manifestation of SSC	8.8	2 (integrated continent)	9 (migration)

## SSC in Africa: ILO's Implementation principles

ILO's support to SSC for Decent Work in Africa shall be guided by the following principles:

- Consistency with *general SSC principles* (respect for national sovereignty, national ownership and independence, equality, non-conditionality, non-interference in domestic affairs and mutual benefit);
- A *rights-based approach* with a particular emphasis on the promotion, application and supervision of international labour standards;
- The promotion of *gender equality* in line with ILO's general [gender equality policy](#).
- Concern for *policy coherence*, not only with regard to the policy orientation cited above but also taking into account recent ILO operational strategies, such as the intervention frameworks "Decent Work in the Middle-Income Countries in Africa" (37) and "From Fragility to Resilience through Decent Work in Africa" (38);
- A focus on *development effectiveness* in line with ILO's Development Cooperation Strategy 2015-17 (33).

## SSC in Africa: the ILO Support Facility

### Purpose of the Facility

The proposed ILO SSC Facility for Decent Work in Africa outlined below would pursue the overarching goal of mobilizing African knowledge, expertise and resources in support of Decent Work in Africa, thus contributing to the various policy frameworks cited above, addressing the challenges affecting existing SSC operations in Africa, and drawing on the lessons learned during the preparation of this report. In addition, the Facility would mobilize partnerships with non-African countries from the Global South, triangular support from "the North", as well as alliances with the private sector and civil society.

The overarching purpose of the Facility is concretized through four interrelated functions and 14 associated outputs that are explained below in greater detail<sup>22</sup>. ILO's role in operating the Facility would as a matter of principle be confined to policy support and the facilitation of partnerships, but may, if deemed necessary by the partner countries, also include the provision of ILO's own technical expertise in the thematic areas listed above. The

### SSC for Infrastructure

Egypt finances and implements several important infrastructure projects in the Nile Basin and the Horn of Africa, such as two solar power plants (2 MW each) in the DR Congo, the feasibility study for the road from Lake Victoria to the Mediterranean, and a project to enhance resistance to water grass in the Great Lakes of East Africa.

<sup>22</sup> See also the [overview](#) attached as annex II.



aim and design of the Facility resonates with the recommendation of the operational guidelines on UN support to SSC (19), which propose that UN agencies should support SSC in a quadruple role as

- Convenors and advocates;
- Knowledge brokers;
- Partnership builders;
- Analysts and progress monitors.

The Facility would be established at the level of the ILO Regional Office for Africa, and benefit from the additional support of:

- the 13 ILO Country Offices and 4 Decent Work Teams located in Africa which are best placed to identify available expertise and assess capacity gaps, and to liaise with RECs;
- ILO development cooperation projects implemented in the Global South;
- the headquarter based ILO SSC programme, which can facilitate cooperation between African countries and other nations of the Global South (as well as with UN agencies);
- relevant technical departments at headquarters, in case ILO's own technical expertise is required;
- the Office of Deputy Director-General for Field Operations, which would ensure communication and exchanges between ROAF and the four other ILO regional offices.

The Facility should be financed at least partly from ILO's regular resources since it is meant as a service to constituents; it will however require additional extra-budgetary support which needs to be mobilized.

#### Function 1: Institutional Support to SSC for DW in Africa

This function is designed to address the shortcomings identified at the *national* level, namely the lack of policies, institutions, coordination mechanisms and visibility related to SSC in Africa. Some countries of the region, such as South Africa (39), have formulated comprehensive international cooperation policies, including logical frameworks, and budget allocations, which could be of interest to other African countries wishing to develop SSC policies. Other countries, such as Egypt, Morocco and Tunisia, have established development/technical cooperation agencies which could serve as a source of inspiration to countries planning to do the same.

##### Outputs under Function 1

- 1.1 SSC policy development in African countries supported;
- 1.2 Assistance provided in developing SSC reporting templates and M&E systems;
- 1.3 Capacity building support to African development cooperation agencies provided.

The SSC Facility would facilitate partnerships between “demand and supply” countries through study tours and the temporary secondment of experts from one country to the other. Where necessary the ILO will provide additional technical support to the design of SSC policies, institutions and M&E and reporting systems, in particular those related to the world of work.

The primary target group of function 1 are the officials in charge of international cooperation within ministries in charge of foreign affairs, and/or ministries in charge of

labour and social affairs. The principal ILO units involved in the delivery of Function 1 are the ILO Country Offices, the Regional Office for Africa and PARDEV. Function 1 would necessitate a close cooperation with other UN agencies, chiefly UNOSSC and UNDP.

## Function 2: SSC Partnerships for Decent Work in Africa

The second function is meant to facilitate development cooperation partnerships related to the decent work agenda between African countries. This will involve the identification of available African expertise, capacity and centres of excellence related to the thematic areas listed above, the assessment of capacity gaps in the same areas, and the conclusion of and support to partnerships between “supply and demand” countries. The Facility could partially subsidize the costs related to the provision of expertise, or assist in mobilizing resources from third parties such as the EU “Socieux+ Programme<sup>23</sup>”. In addition, Function 2 includes the setting-up of a web-based knowledge-sharing platform that will compile and disseminate tools, expertise, publications and other material related to the various thematic areas.

The primary target group of this function are the senior officials in African ministries in charge of labour and social affairs, including related institutions such as employment exchange bureaux and social protection funds, as well as related universities and higher learning institutions. From the ILO’s side the Function will be implemented by the ILO Country Offices and Decent Work Teams, with the Regional Office playing a coordinating and consolidating role.

### Outputs under Function 2

- 2.1 African DW expertise and DW Centres of Excellence identified via COs and DWTs;
- 2.2 DW-related capacity gaps in African member states identified via COs and DWTs;
- 2.3 SSC partnerships between providers and beneficiaries supported;
- 2.4 Web-based knowledge exchange platform established within ROAF.

## Function 3: SSC Support to Regional Integration in Africa

The third function seeks to strengthen the Decent Work-related aspects of regional integration in Africa, both at the level of Regional Economic Communities (RECs) and at the continental level. This will involve the conclusion of Memorandums of Understanding between the ILO and those RECs with which no agreement has been signed yet, the revision of outdated MoUs, as well as the elaboration of annual, operational work plans for the operationalization of all existing MoUs. Ideally, such annual work plans would be embedded into multi-year regional Decent Work Programmes concluded between the RECs and the ILO, such as those signed with SADC and the EAC. The ILO Country Office Director covering the respective REC will be responsible for the implementation of the annual work plan/R-DWP. The thematic areas to be addressed at the regional level are those that have a cross-border dimension, such as labour migration, the portability of social protection benefits, and global supply chains.

### Outputs under Function 3

- 3.1 ILO MoUs with African RECs concluded, reviewed and operationalized;
- 3.2 Sub-regional and continental DWPs formulated and implemented;
- 3.3 Capacity-building support to regional and sub-regional constituents provided;
- 3.4 Partnerships with AU, NEPAD and AfDB strengthened.

Function 3 includes, in addition, the Facility’s support to the strengthening of sub-regional workers’ and employers’ organizations as well as to regional social dialogue institutions and mechanisms. This is not a new task but rather the extension of an existing role played by the ILO.

<sup>23</sup> The EU Expert Facility on Employment, Labour and Social Protection (Socieux) was initiated in 2017 with a volume of 9 million €; it shall “support the efforts of developing countries to set up effective employment, labour and social protection strategies in complex environments.” (44)

### SSC for Social Protection

Algeria has established Social Security High School, which will enrol 200 students per year for a 2-3 years master course in social protection; one fourth of the available high school places are reserved for students from French-speaking West and North Africa. Discussion are underway between Algeria and Mauritius in view of a possible cooperation in the area of social protection university education.

The Facility's role at the sub-regional level shall be complemented with comparable activities at the continental level. For example, the [MoU](#) signed between the African Union (OAU) and the ILO dates back to 1965 (!) and appears totally outdated. Likewise, the [MoU](#) between ILO and the AfDB, signed in 2004, could benefit from a review. No agreement exists between the ILO and NEPAD. Moreover, the AU, the ILO and the continental workers' and employers' organizations could consider formulating a continental Decent Work Programme which would operationalize the [Conclusions](#) of the 13<sup>th</sup> ILO African Regional Meeting.

The primary target group of Function 3 are the chief executives of the AU, the AfDB, NEPAD and the eight RECs, as well as the leadership of the regional and continental workers' and employers' organizations. From the ILO's side Function 3 will be implemented by the 13 ILO Country Offices in Africa under the guidance of the Regional Office; it would also involve the ILO Bureaux for Workers and Employers' activities (ACTRAV and ACT/EMP) and relevant ILO Policy Departments.

### Function 4: External Support for SSC for DW in Africa

The Facility's fourth function goes beyond Africa, to include non-African nations from the Global South, as well as the private sector and development partners from the North. Decent Work-related South-South partnerships between African nations and countries from the Global South can be

#### Outputs under Function 4

- 4.1: Partnerships between Africa and the "Global South" facilitated;
- 4.2: Triangular arrangements in support of SSC for DW in Africa facilitated;
- 4.3: PPPs involving the private sector from Africa and the global South facilitated

facilitated through groupings such as the G-77 and the Non-Aligned Movement, as well as the [BRICS](#), [IBSA](#), [BASIC](#)<sup>24</sup>, [MINT](#)<sup>25</sup> and [CIVETS](#)<sup>26</sup> groups, and the 14 member countries of [g7+ group](#) of fragile states (with which the ILO has signed a MoU). Agencies such as the Brazilian [ABC](#), the Indian [DPA](#), the Mexican [AMEXCID](#) and the Turkish [TIKA](#), as well as the secretariat of the African, Caribbean, and Pacific Group of States ([ACP](#)) with its numerous [associated institutions](#), could facilitate cooperation between African countries and the Global South. China's

South-South cooperation efforts continue to grow, through the establishment of a South-South Cooperation Fund and the implementation of "the Silk Road Economic Belt and the 21st-Century Maritime Silk Road Initiative" (the Belt and Road Initiative), which involves more than 60 countries including North-African countries. Moreover, the UN Office for South-South Cooperation, the ILO Country and Regional Offices located in the Global South, and ILO technical departments at headquarters can and should play a supportive role in brokering such partnerships.

Function 4 will also facilitate triangular partnerships (the SSTC modality) whose potential has not been fully exploited by the ILO. The very existence of an SSC Facility for Decent Work in Africa might

<sup>24</sup> BASIC is a bloc of four countries – Brazil, South Africa, India and China – formed by an agreement in November 2009, whereby the four committed to act jointly at the Copenhagen climate summit,

<sup>25</sup> Mexico, Indonesia, Nigeria, and Turkey.

<sup>26</sup> Colombia, Indonesia, Vietnam, Egypt, Turkey and South Africa.

attract funding from the North since it will constitute a highly cost-effective mechanism for the provision of technical assistance between African countries.

Finally, function 4 shall explore the feasibility and potential benefits of promoting public-private partnerships (PPPs<sup>27</sup>) that are related to the Decent Work Agenda, apply the SSC or SSTC modalities, and involve private companies operating in Africa. This could include:

- African-owned enterprises working in more than one country, such as the pan-African banking conglomerate [ECOBANK](#), which is present in 36 African countries;
- or companies from the Global South investing in Africa, including the numerous Indian and Chinese firms;
- or multinational enterprises located in the North but operating in Africa, such as the Swedish H&M group, which has recently decided to open a [garment factory in Ethiopia](#)<sup>28</sup> (40).

The SSC Facility would support the conclusion of such “SSC-PPPs” so as to enable private companies to share experiences and good practice in promoting decent work in Africa.

Consequently, the primary target group of Function 4 are the chief executives of the various organizations mentioned under the first paragraph of this section, plus the managing directors of relevant private companies. From the ILO’s side function 4 would be coordinated by the Regional Office and supported by the PARDEV Department at headquarters and the DDG-FOP portfolio, which supervises all ILO regional offices.

SSC for Water Management  
Guinea, Mali, Mauritania and Senegal cooperate under the umbrella of the regional organization OMVS (Office for the management of the river Senegal) to jointly manage the resources of the Senegal River; this includes two dams, cross-border irrigation schemes, power generation benefiting all four countries, as well as water supply to the capitals and large cities bordering the river (49).

#### Proposed implementation arrangements

As mentioned earlier the ILO SSC Facility for Decent Work in Africa would be hosted by the ILO Regional Office for Africa; it should be managed by a senior official (the “SSC Facility Manager”) and draw upon the existing administrative support of the Regional Office. The Facility Manager should be able to rely on the support of SSC focal points in each ILO country office on the continent, and on the backing of the SSTC programme at ILO headquarters. Additional personal, namely programme officers in charge of function 2, would be recruited as and when the Facility expands.

While the Facility would report directly to the Regional Director while being subject to the oversight by a tripartite committee, representing the African Union Specialized Technical Committee on Labour, Employment and Social Development and the continental workers’ and employers’

<sup>27</sup> The term “PPP” is used in different ways; the World Bank defines it as “a long-term contract between a private party and a government entity, for providing a public asset or service, in which the private party bears significant risk and management responsibility, and remuneration is linked to performance” (45), whereas the ILO defines PPPs as “voluntary and collaborative relationship between the ILO and one or more partners, including private and non-state actors, for the purpose of carrying out cooperative activities of mutual interest.” (46).

<sup>28</sup> Interestingly, the related H&M media advisory underlines that “Decent working conditions, job creation for women and environmental considerations are some of the most important goals with the collaboration project” (40).

organizations (ITUC-Africa, OATUU and Business Africa). This steering committee would approve the Facility's annual work plans, and monitor their implementation.

### Duration, costs and funding

The SSC Facility is not envisioned as a “project”, but as a permanent service of the ILO to its constituents and partners in Africa and elsewhere in the Global South. Its duration would therefore be limited only by the availability of funding for such a service.

No cost estimate has been made so far but it can be anticipated that the Facility's costs would be relatively modest in view of the facts that (a) it will not implement activities directly, but rather initiate and facilitate implementation by others and (b) it can rely on the infrastructure and administrative support of the ILO Regional Office for Africa, rather than building a parallel structure.

The Facility should be financed at least partly by ILO's regular budget, for example through the funding of the Facility Manager. Additional ILO resources could be drawn from the SSC allocation under the ILO Programme and Budget, or from flexible funds such as the Regular Budget Supplementary Account (RBSA). The Facility may also mobilize triangular support from OECD DAC countries. Moreover, it would be highly desirable if African countries would second personnel to strengthen the Facility, for example through the appointment of African Junior Professionals or volunteers.

### Next Steps

Once reviewed by a tripartite validation workshop in Casablanca the present paper will be finalized and published as an official ILO document. The elements in part II of the framework could then serve as the basis for the development of a fully-fledged conceptual document according to ILO standards, including a comprehensive results framework, a detailed budget and a monitoring and evaluation system. The conceptual document would then be used to mobilize resources internally and externally.

### Conclusion

The preparatory work for this report has confirmed that a considerable potential exists to widen the scope and enlarge the scale of Decent Work related South-South Cooperation in and with the African continent. SSC could at least partly replace traditional forms of development cooperation and therefore both complement and gradually substitute North-South cooperation. The ILO could facilitate this process by transforming its role from a provider of assistance to a broker of partnerships. The proposed SSC Facility for Decent Work in Africa would become the principal instrument allowing the ILO to play this new role. The Facility is designed to mobilize African expertise and resources, to deepen regional integration, and to enhance the effectiveness of Africa's SSC. It will also stimulate cooperation between Africa and the rest of the Global South, including through triangular arrangements.

### Issues for Discussion

The following questions could be used as a discussion guide for the review and eventual validation of the SSC Framework for Africa:

1. Do you agree with the basic concept of an “ILO Facility of Support to South-South Cooperation for Decent Work in Africa”?
2. Have the four proposed functions and fourteen proposed outputs been identified correctly? Are they appropriate and sufficient to reach the Facility's overarching goal?
3. Do you agree with the proposed priority thematic areas attributed to the Facility?

4. Do you agree with the proposed role of the ILO as a catalyst and facilitator of partnerships rather than as an implementer of activities?
5. Do you agree with the proposed implementation and supervisory modalities of the Facility?
6. What should be the role of ILO constituents at the national, regional and continental level in the management and operations of the Facility?
7. Do you see a potential for public-private partnerships involving the SSC modality?
8. How can African countries support the operations of the Facility?
9. Do you see the need and/or potential for partnerships between the Facility and other countries from the Global South, as well as countries from the North?
10. Do you think the SSC Facility should be replicated in other parts of the Global South?

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South-South Cooperation Facility for Decent Work in Africa: Logical Framework

