

Good Practice Paper

# TOWARDS EFFECTIVE SOUTH-SOUTH AND TRIANGULAR COOPERATION

OCTOBER // 2011



TASK TEAM  
ON SOUTH-SOUTH  
COOPERATION

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**T**his **Good Practice Paper (GPP)** aims to inform the debate around quality, effectiveness and sustainability of South-South and triangular cooperation and its capacity to contribute to improve performance on poverty reduction and other key development challenges such as the Millennium Development Goals (MDGs).

It draws on the findings and lessons from the rich and diverse analytical work gathered under the umbrella of the Task Team on South-South Cooperation (TT-SSC), which includes 31 in-depth case studies on South-South and Triangular Cooperation, particularly focused in the area of knowledge sharing, conducted in collaboration with 28 Southern academic institutions.

In addition, the GPP also takes into consideration more than 160 case stories collected by the TT-SSC since late 2009. Further input emerged from the Southern academia workshops in Mexico City (27 January 2011), Johannesburg (5-7 June 2011) and Bangkok (15-16 June 2011), and in-depth consultations with case study authors at the regional level. The GPP has also benefitted from the outcomes of the Bali workshop on triangular cooperation (28 February – 2 March 2011) and the good practices identified by the Steering Group of the G20 Development Working Group Pillar on Knowledge Sharing. Culminating two years of analysis and debate, the pre-final version of the GPP was discussed and validated with 140 policy-makers, practitioners and academia during the Bogota workshop on South-South and Triangular cooperation on 27-28 September 2011. It will now be presented at the Cannes G20 Summit (3-4 November 2011) and the Busan High-Level Forum on Aid Effectiveness (29 November - 1 December 2011).

**T**he set of cases gathered by the TT-SSC reflects a broad range of experiences in a highly diverse policy, institutional and operational contexts. A key observation from this unique analytical effort is that the effectiveness of South-South and Triangular Cooperation, as tools for horizontal partnerships, stems from its adaptability and flexibility to particular contexts in which development actors pursue objectives such as the MDGs are pursued. For their part, adaptable and flexible forms of cooperation often take place in presence of partnerships based on trust that ensure equality, generate mutual benefit and envision long-term perspectives.

The following practices summarize the lessons learned in specific experiences of how to improve the effectiveness of South-South and Triangular Cooperation based on the above-mentioned features. As such, this GPP aims to inform the ongoing discussion around the specific guidelines and institutional efforts to be adapted at country level to make more effective this modality of cooperation. The design and implementation of concrete actions on this regard will be in charge of the building block on South-South and Triangular Cooperation of the Busan High-Level Forum on Aid Effectiveness.

# BUILDING HORIZONTAL PARTNERSHIPS FOR DEVELOPMENT COOPERATION



## How to set up horizontal partnerships

To contribute effectively to development outcomes, SSC and TrC should be embedded in a framework of joint leadership, where all parties contribute and share responsibilities when it comes to planning, implementing and evaluating. In order to generate shared ownership, alignment to national policies and strategies, as well as political support and engagement with civil society, academia and private sector, horizontal partners must work in collaborative broad-based alliances. [Lessons from ACMECS, APRM, Bangladesh-Korea, Belo Horizonte, IPRCC, ITEC, PALAMA, PANCAP-Brazil]

These acronyms are explained in the Annex: List of Case Studies. See page 06.

## How to create and sustain trust

Effective SSC is often based on trust, which can be built through a two-fold strategy: Policy-makers, at the high level, and practitioners<sup>1</sup>, at the implementation level, should work hand-in-hand to create formal and informal links that allow them to jointly identify key challenges, practices and solutions to be shared and adapted with a view to policy and institutional changes. Multi-stakeholder approaches can be a critical added value for sustained trust among countries beyond the government level. [Lessons from ACMECS, Argentina-Haiti, Colombia DDR, IBSA, Indonesia-Uganda, Plan Trifinio]

<sup>1</sup> // For the purpose of this GPP, a practitioner is a professional directly involved in designing, planning, implementing and/or assessing specific actions of South-South and triangular cooperation, consequently also interacting in a continued way with other practitioners from fellow institutions and countries.

## How to define mutual responsibilities and ensure mutual benefit

While more clear-cut agreements around contributions and responsibilities need to be generated when establishing SSC and TrC initiatives, the actual division of labor must be subject to change in order to take full advantage of the complementary strengths of each partner. Therefore, accountability mechanisms should be flexible and open to continued learning and adaptation, taking into account each partners' role. [Lessons from APRM, Argentina-Haiti, Chile-Paraguay-Spain, Indonesia-Namibia, Bangladesh-Korea, Mexico-Chile Fund]

## How to engage in long-term relations

SSC and TrC should be designed with a view to long-term relationships between partners. Regional integration can often be a stimulating context for such long-term associations. Long-term relations can also be sustained if knowledge sharing among partners covers a broad range of sectors and fully involves a diverse set of actors such as local governments, civil society, private sector and academia as part of broad-based horizontal partnerships. [Lessons from IPRCC, ITEC, CAADP, PANCAP-Brazil, Colombia Cooperation Maps, Egypt-Uganda, Indonesia-Uganda, Nigeria Technical Aid Corps, Plan Trifinio]

# ENSURING AN EFFECTIVE ROLE OF PRACTITIONERS AND PROMOTING PRACTICE-POLICY ALLIANCES

## How to connect practitioners with each other

Practitioners (at public and private institutions) play a key role in identifying and exchanging experiences that offer solutions adaptable to concrete needs. Specialized brokering mechanisms can improve the information on supply and demand while ensuring quality at the supply side. Evidence shows that easy-to-use and publicly available web-based networks are crucial. IT tools should be strengthened with on-site, practice-related events such as field visits, immersions, among other mechanisms. [Lessons from ACMECS, APRM, Colombia Caribbean Strategy, Costa Rica-Benin-Bhutan, IBSA, Indonesia Artificial Insemination, Mercy Corps, Mexico-Chile Fund, PAHO TCC, PALAMA, SEGIB]

## How to link-up practitioners with policy-makers, civil society and academia

Policy-makers, practitioners, civil society and academia should engage in partnerships around specific development challenges, clarifying the division of labor (clearly defining each other's role) and aiming to strengthen national capacities from all perspectives. [Lessons from ACMECS, Mexico-Chile, IBSA, PAHO-TCC, SEGIB]

## How to institutionalize the role of champions

Institutions need to include more strategically the role of practitioners leading transformation processes, through adapted human resource development plans that offer attractive career paths to retain talent and promote the role of practitioners, while proactively systematizing experiences to ensure the preservation of 'institutional memory'. [Lessons from ACMECS, Colombia Caribbean Strategy, Indonesia Agricultural Extension, Indonesia-Uganda, PALAMA]

# DEVELOPING CAPACITIES IN SOUTHERN PARTNERS

## How to identify the bottlenecks of SSC

Based on existing evidence, policy-makers, practitioners, civil society and academia should engage in a country-level debate on existing challenges and shortcomings, especially in areas such as information systems, outreach to national constituencies, documentation of experiences, result orientation, transparency and accountability to national stakeholders. Feedback and peer review from national and international partners is critical to enrich these discussions, and lessons from existing thematic platforms, for example the International Aid Transparency Initiative, can inform the assessment of challenges. [Lessons from Costa Rica-Benin-Bhutan, Colombia Maps, Mexico-Chile, Colombia Caribbean Strategy, Indonesia Agricultural Extension, Indonesia-Uganda]



## How to promote capacity development among knowledge exchange partners

South-South partners need to upgrade their capacities for sharing knowledge. National capacity development plans should identify areas of work to address policy, institutional and operational challenges. Such plans should also take stock of the sources of support available, particularly from regional and global multilateral institutions. Support received for capacity development initiatives must be demand-driven, evidence-based, and highly adaptable to respond to the specific context of each player involved. [Lessons from ACMECS, IPRCC, Indonesia Agriculture Extension, SEGIB, PAHO-TCC]

## How to measure progress

Capacity development of South-South partners at the policy, institutional and operational level must include a clear (regionally and nationally adaptable) follow-up framework, which should provide flexible tools to easily monitor and evaluate in a regular manner the progress made, without overburdening the capacity of the partners involved. [Lessons from Colombia Caribbean Strategy, Colombia Cooperation Maps, Mexico-Chile Fund, Niger Health Insurance]

## How to coordinate CD through regional platforms and exercises

When investing in their institutional and operational capacities as SSC partners, countries should engage in regional communication, exchange and peer review exercises, especially focusing on lessons learned, options for external support, and peer review of progress. Existing regional and sub-regional platforms should be used where feasible. [Lessons from APRM, Colombia Caribbean Strategy, Indonesia-Artificial Insemination, JARCOM, PAHO Human Milk, PANCAP Brazil, SEGIB]

# COMPLEMENTING STRENGTHS AND ESTABLISHING WIN-WIN-WIN MODELS THROUGH TRIANGULAR COOPERATION (FROM BALI WORKSHOP)

## How to ensure demand-driven triangular cooperation

Triangular partnerships should be fully aligned to national plans, strategies and procedures of the receiving partner, and can be more effective when initiated by the receiving partner. Regional and sub-regional platforms can help broker demand-driven triangular cooperation. Long-term initiatives should be given priority over sporadic activities, in order to ensure that capacities can be developed in a reasonable timeframe. [Lessons from all Asia case studies]

## How to set up triangular cooperation around mutual responsibilities

Triangular cooperation initiatives should be based on a clear division of roles and responsibilities, which can be subject to change over time in order to take full advantage of the best contributions of each partner at each moment. However, clear protocols should be established from the beginning and followed upon in dialogue with all partners to ensure common understanding [Lessons from ACMECS, Argentina-Guatemala-Spain, Argentina-Haiti, Chile-Paraguay-Spain, Indonesia Agriculture Extension, Indonesia Artificial Insemination]

## How to deepen the analysis of transaction costs and complementary strengths

Specific analytical work is required to compare efficiency and complementary strengths of triangular cooperation vis-à-vis North-South cooperation, and to identify areas of mainstreaming effective triangular cooperation with a view to reducing transaction costs and adequate division of labor. One basic assumption is that after high initial transaction costs -in terms of time and trust building-, triangular cooperation might yield important returns in the medium run. [Lessons from all triangular case studies and outcomes of the Bali workshop]

# SCALING UP KNOWLEDGE SHARING

## How to balance political and technical leadership in managing Knowledge Exchange mechanisms

Policy-makers need to fully endorse medium-term funding mechanisms, a clear policy framework and sustained political engagement. Practitioners from public or private institutions should take the lead in the implementation and need to permanently interact with policy-makers. [Lessons from ACMECS, APRM, IPRCC, PANCAP-Brazil, SEGIB]

## How to broker demand and supply under countries' leadership

Access to relevant development experiences should be enabled by countries (for example, through their existing bilateral relations). International and multilateral organizations should act as connectors to link countries to relevant sources of knowledge, especially in case of actors with weaker institutional capacities. [Lessons from ACMECS, Argentina-Guatemala-Spain, IPRCC, PAHO Human Milk, PANCAP-Brazil]

## How to support country-led implementation with result-oriented implementation

An adaptable framework to measure progress should be developed making smart use of existing (formal and informal) modalities, in order to enable standardized, yet highly flexible monitoring and evaluation mechanisms for all programs, projects and activities. This evaluation framework should be able to assess the impact of SSC and TrC on development and poverty reduction, as well as longer-term capacity development outcomes. [Lessons from ACMECS, Colombia Caribbean Strategy, IPRCC, PAHO-TCC, SEGIB]

## How to support the institutional capacities of knowledge exchange partners

Policy and institutional arrangements for knowledge exchange need to be developed at the country level, and supported by international partners. [\[Lessons PAHO Human Milk, Argentina-Haiti, Chile-Paraguay-Spain\]](#)

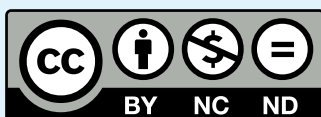
## How to fund flexibly and in a targeted way

International partners should mainstream knowledge sharing in their operational and financial programs. Resources from civil society and private sector can be a strong trigger for generating flexible and diverse funding models, as well as for offering important lessons in terms of accountability and result orientation. Cost should be shared, also as a tool for shared responsibility and ownership. [\[Lessons from ACMECS, APRM, Indonesia-Artificial Insemination, Indonesia-Uganda, PAHO-TCC, SEGIB\]](#)

## How to ensure quality

In order to ensure country-led learning, rigorous result assessment and review of good practices, evidence on knowledge exchange should be further documented, systematized and monitored, making use of in-country analytical capacities and in partnership with specialized civil society and academia institutions, as well as their regional networks and inter-regional dialogues. [\[Lessons from ACMECS, IPRCC, Mexico-Chile Fund, PAHO-TCC, SEGIB\]](#)

**Note:** This paper has been prepared by the TT-SSC in close coordination with the Southern academic partners and case study authors (see list in annex). Representing a unique collective effort of policy-makers, practitioners and academic institutions, the GPP has benefitted from the valuable feedback of officials from governments and organizations involved in the TT-SSC Steering Committee as well as an extensive peer review process involving dozens of experts and practitioners from around the global.



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## ANNEX: LIST OF CASE STUDIES

ABBREVIATION	FULL TITLE	COUNTRIES INVOLVED	CASE STUDY INSTITUTION/S AND AUTHORS
<b>ACMECS</b>	A Case Study on the Ayeyawady-Chao Phraya-Mekong Economic Cooperation Strategy (ACMECS) – Human Resource Development Programme	Cambodia Lao PDR Myanmar Vietnam and Thailand	Governance Innovation for Sustainability Institute Foundation (Bangkok, Thailand) Authors: Pimprapai Intaravitak and Watana Patanapongse
<b>APRM</b>	Innovative Mechanisms for Transformation in Africa through African Peer Review Mechanism (APRM) Initiative	Algeria, Angola, Benin, Burkina Faso, Cameroon, Djibouti, Egypt, Ethiopia, Gabon, Ghana, Kenya, Lesotho, Liberia, Malawi, Mali, Mauritania, Mauritius, Mozambique, Nigeria, Republic of Congo, Rwanda, Sao Tome & Principe, Senegal, Sierra Leone, South Africa, Sudan, Tanzania, Togo, Uganda and Zambia	University of Witwatersrand (Johannesburg, South Africa) Author: Steven Gruzid
<b>ARGENTINA GUATEMALA SPAIN</b>	A triangular cooperation experience between Argentina, Spain and Guatemala: The Pro Huerta Program	Argentina Guatemala and Spain	Complutense University (Madrid, Spain) Authors: Pablo Aguirre and Guillermo Santander
<b>ARGENTINA HAITI</b>	Strengthening state capacity: Experience quantification of Public Spending aimed at children in Haiti	Argentina and Haiti	National San Martin University (Buenos Aires, Argentina) Authors: Alejandra Kern, Lara Weisstaub, and Paula Rodríguez Patrinos
<b>BANGLADESH KOREA</b>	Bangladesh-Korea ITC Training Center for Education (BKITCE)	Bangladesh and Korea	President University (Dhaka, Bangladesh) Authors: Abdullah Al Mamun and Fariha Haque
<b>BELO HORIZONTE</b>	Contagem, Betim and Belo Horizonte: A Beautiful Horizon for Haiti	Brazil and Haiti	University of Brasilia (Brazil) Author: Iara Leite
<b>CAAPD</b>	Political Economy of Fisheries Reform: Lessons and Applications for Development Assistance	Angola Egypt Madagascar Mauritania Morocco Namibia Senegal Somalia, Tanzania, Tunisia	Comprehensive African Agricultural Development Programme (Johannesburg, South Africa) Author: Sloans Chimatiro
<b>CHILE PARAGUAY SPAIN</b>	Triangular Cooperation between Spain, Chile and Paraguay in the area of strengthening the public function	Chile Paraguay and Spain	Complutense University (Madrid, Spain) Authors: Pablo Aguirre and Guillermo Santander



ABBREVIATION	FULL TITLE	COUNTRIES INVOLVED	CASE STUDY INSTITUTION/S AND AUTHORS
<b>COLOMBIAN CARIBBEAN STRATEGY</b>	Colombia´s Strategy for Cooperating with the Caribbean Basin	Antigua y Barbuda, Bahamas, Barbados, Belice, Colombia, Costa Rica, Cuba, Dominica, República Dominicana, El Salvador, Granada, Guatemala, Guyana, Haití, Honduras, Jamaica, México, Nicaragua, Panamá, Saint Kitts and Nevis, Santa Lucía, Saint Vincent and the Grenadines, Surinam, Trinidad y Tobago y Venezuela	Antioquia University and Eafit University (Medellin, Colombia) Authors: Sébastien Longhurst, Marcela Wolff López, Mario E. Vargas Sáenz and Verónica Vásquez Martínez
<b>COLOMBIA COOPERATION MAPS</b>	Sharing Cooperation Maps	Algeria, Angola, Benin, Burkina Faso, Cameroon, Djibouti, Egypt, Ethiopia, Gabon, Ghana, Kenya, Lesotho, Liberia, Malawi, Mali, Mauritania, Mauritius, Mozambique, Nigeria, Republic of Congo, Rwanda, Sao Tome & Principe, Senegal, Sierra Leone, South Africa, Sudan, Tanzania, Togo, Uganda and Zambia	University of Witwatersrand (Johannesburg, South Africa) Author: Steven Gruzud
<b>COLOMBIA DDR</b>	A view to the South from the South: Achievements and Challenges of Reintegration	Colombia Brazil and Haiti	Externado University (Bogota, Colombia) Author: Paula Ruiz
<b>COSTA RICA BENIN BHUTAN</b>	Program for South-South Cooperation between Benin, Bhutan and Costa Rica	Benin Bhutan and Costa Rica	National University of Costa Rica (San Jose, Costa Rica) Authors: Nira Gautam, Mary Luz Moreno, Carolina Reyes and Marianella Feoli
<b>IBSA</b>	India, Brazil and South Africa (IBSA) – Creating a Conducive Environment for Private Sector Development	Brazil India and South Africa	African Business Group Author: Michael Sudarkasa
<b>EGYPT UGANDA</b>	Sustainable Development through Aquatic Weed Control Egypt-Uganda – Project	Egypt and Uganda	Makerere University (Kampala, Uganda) Authors: Lawrence Bategeka and Sarah N. Ssewanyana
<b>INDONESIA AGRICULTURAL EXTENSION</b>	Training for Trainers for Participatory Training Program on Agricultural Extension Methodology	Indonesia Cambodia Myanmar Philippines Thailand Timor Leste Egypt Kenya South Africa	Bogor Agricultural Institute (Bogor, Indonesia) Author: Djuara P. Lubis
<b>INDONESIA ARTIFICIAL INSEMINATION</b>	Training on Artificial Insemination of Dairy Cattle	Indonesia, Cambodia, Lao PDR, Viet Nam, Thailand, Malaysia, Philippines, Timor Leste, Papua New Guinea, Fiji, Bangladesh, India, Sri Lanka, Mongolia, Sudan, Kenya and Zimbabwe	University of Brawijaya (Malang, Indonesia) Author: Ifar Subagiyo

ABBREVIATION	FULL TITLE	COUNTRIES INVOLVED	CASE STUDY INSTITUTION/S AND AUTHORS
<b>INDONESIA UGANDA</b>	Sharia-based microfinance institution building and management: an experience between Indonesia and Uganda.	Indonesia and Uganda	University of Indonesia (Jakarta, Indonesia) Authors: Ida Ruwaida and Bagus Aryo
<b>INDONESIA NAMIBIA</b>	Indonesia-Namibia Cooperation to Boost Sustainable Rice Production in Namibia	Indonesia and Namibia	Gadjah Mada University (Jogjakarta, Indonesia) Author: Ir.Taryono Siswoharjono
<b>IPRCC</b>	International Poverty Reduction Centre in China (IPRCC) as a Platform for South-South Cooperation.	China Africa Asia and Pacific region Latin America	Renmin University (Beijing, China) Authors: Xiaopeng Pang and Salehuddin Ahmed
<b>ITEC</b>	ITEC India – Indian expertise for sustainable development	India and 156 other developing countries	Research and Information System for Developing Countries (New Delhi, India) Author: Sachin Chaturvedi
<b>JARCOM</b>	Japan – Innovative triangular cooperation with ASEAN countries (JARCOM)	Cambodia, Lao PDR, Myanmar, Vietnam, Timor-Leste, Indonesia, Malaysia, the Philippines, Singapore, Thailand, Japan	Research and Information System for Developing Countries (New Delhi, India) Author: Sachin Chaturvedi
<b>MERCY CORPS</b>	The peaceful resolution of territorial conflicts in Guatemala and Colombia - Towards new development partnerships	Colombia and Guatemala	Los Andes University (Bogota, Colombia) Authors: Juana García Duque and Linda Martínez
<b>MEXICO CHILE FUND</b>	The Strategic Partnership Agreement between the United Mexican States and the Republic of Chile – The case of the Mexico-Chile Joint Fund	Chile and Mexico	Mora Institute (Mexico City, Mexico) Authors: Sanchez Gutierrez, Gabriela ; Sauteron, Céline.
<b>NIGER HEALTH INSURANCE</b>	Support Project for the Creation of a Mutual Health Insurance - Niger	Niger and Argentina	National Hospital of Niamey (Niger) Author: Moussa Ide

ABBREVIATION	FULL TITLE	COUNTRIES INVOLVED	CASE STUDY INSTITUTION/S AND AUTHORS
<b>NIGERIA TECHNICAL AID CORPS</b>	Unlocking African Potential through Skills Transfer - Nigeria Technical Assistance Corps (NTAC)	Ethiopia Jamaica Sierra Leone Uganda and Other ACP countries	University of Lagos (Nigeria) Author: Adele Jinadu
<b>PALAMA</b>	Regional Capacity Building Project in Post Conflict Countries – PALAMA	Burundi Rwanda South Africa and South Sudan	University of Witwatersrand (Johannesburg, South Africa) Authors: Anne McLennan and Sal Muthayan
<b>PAHO HUMAN MILK</b>	Support to the American Network of Human Milk Banks	Andorra, Argentina, Bolivia, Brasil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Portugal, Uruguay, Spain and Venezuela	Pan-American Health Organization Author: Mariela Canepa
<b>PAHO TCC</b>	Evolution of the Pan American Health Organization (PAHO) Technical Cooperation among Countries (TCC) strategy	Antigua and Barbuda, Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Lucia, St. Vincent and the Grenadines, St. Kitts and Nevis, Suriname, Trinidad and Tobago, Uruguay, USA and Venezuela	University of the Republic (Montevideo, Uruguay) Authors: Delia Sánchez and Rebecca de los Rios
<b>PANCAP BRAZIL</b>	Technical Cooperation on HIV/AIDS between CARICOM/PANCAP and the Government of Brazil	Brazil, Antigua and Barbuda, Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago	University of West Indies (Kingston Jamaica) Author: Basil Burke
<b>PLAN TRIFINIO</b>	Cooperation in the Trifinio Region: a case of South-South cross-border cooperation	El Salvador Guatemala and Honduras	Mora Institute (Mexico City, Mexico) Authors: Citlali Ayala Martínez and Karla Ambrosio Torres
<b>SEGIB</b>	Ibero-American Program for Strengthening South-South Cooperation and Report on South-South Cooperation in Ibero-America	Argentina, Bolivia, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Mexico, Nicaragua, Panama, Paraguay, Peru, Portugal, Spain and Uruguay	Enlaza (Bogota, Colombia), Universidad Autónoma (Puebla, Mexico) and Complutense University (Madrid, Spain) Authors: María Clara Sanín (Colombia), Juan Pablo Prado (Mexico) and Bruno Ayllón (Spain)



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