



ENHANCING SOUTH-SOUTH AND TRIANGULAR COOPERATION

Study of the Current Situation and Existing Good Practices in Policy,
Institutions, and Operation of South-South and Triangular Cooperation

Study commissioned by the Special Unit for South-South Cooperation, UNDP



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ISBN: 978-0-9816619-3-3

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Cover photo: Third-Country expert and project staff from Ghana making a manual weeder/JICA

Editor: Karen Holmes

Graphic Design: Rodrigo Domingues

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FOREWORD

In the current global economic crisis, some emerging countries are seeking opportunities to play a more active role and explore new avenues for fostering development cooperation. South-South cooperation has a greater role to play than ever before, especially in mitigating impacts on the most vulnerable communities in developing countries.

In order to better serve our beneficiaries in developing countries, the Special Unit for South-South Cooperation in UNDP, in close collaboration with the Japan International Cooperation Agency, organized a workshop on South-South and triangular cooperation at the UN Headquarters in New York on December 18, 2008. The workshop brought together over 100 practitioners of South-South and triangular cooperation to discuss ways to improve effectiveness of South-South cooperation. A wide range of organizations—including national governments, bilateral, and multilateral donors, UN organizations, international financial institutions (IFIs), and the private sector—was represented at the workshop.

This report is based on the workshop, as well as data and practical solutions to development challenges through South-South and triangular cooperation approaches collected with the support of our partners from national governments and multilateral organizations. I would like to take this opportunity to thank our colleagues from UNDP Country Offices in Argentina, Brazil, Cambodia, China, Colombia, Egypt, India, Malaysia, Mexico, Niger, Peru, South Africa, Thailand, Tunisia, Turkey, and Zambia for their support in recruiting local consultants to carry out field studies, and the Study Team Leader, Ms. Satoko Miwa, for her dedication and tireless efforts in compiling and synthesizing the report. My heartfelt thanks also go to the governments of Argentina, Canada, China, Colombia, Egypt, El Salvador, Germany, Indonesia, Japan, Kenya, Malaysia, Mexico, Niger, Peru, Republic of Korea, Spain, Thailand, Tunisia, and Turkey, and to UNIDO, UNESCO, and UNICEF, for their invaluable support in providing data and sharing good practices.

Last but not least, I would like to extend my sincere appreciation to the Government of Japan for its financial support of the workshop and report. Without the generous contribution of Government of Japan, this report would not have been possible. In partnership with Northern countries to support South-South cooperation through a triangular approach, we can further promote South-South cooperation and achieve sustainable economic and social development.

I hope that this report will serve as a tool to learn about the current situation in South-South and triangular cooperation and Southern solutions that can be replicated to tackle the daunting challenges faced by developing countries.



Yiping Zhou
Director

Special Unit for South-South Cooperation
United Nations Development Programme

ACKNOWLEDGEMENTS

This study was conducted as a follow-up to a UNDP Workshop entitled 'Increasing Effectiveness of South-South Cooperation for Development: A Workshop for Practitioners of South-South and Triangular Cooperation', which was held in December 2008 in New York, as one of the events to celebrate the fifth UN Day for South-South Cooperation. The study is intended to respond to one of the major issues raised in various recent international discussions on South-South and triangular cooperation: the need for more knowledge-sharing on existing practices, especially including good practices.

For this purpose, an extensive survey of current practices in South-South and triangular cooperation was made with the cooperation of many organizations in developing countries as well as donor and international organizations; the case studies were conducted in 16 countries, including both pivotal and beneficiary countries. We would like to express our gratitude to all those who have cooperated in the survey and the case studies by sharing their experience and knowledge and providing precious views. In particular, thanks go to: Julia Levi, Alessandra Viggiano (Argentina), Catherine Jobin, Rohinton Medhora, Bruce Currie-Alder (Canada), Zhao Yongli, Li Kunxian (China); Enrique Maruri, Jorge Enrique Prieto Cardozo (Colombia), Hani Basyouni, Nevine Saad Eldin Ashmawy (Egypt), Alberto Morales, Mabel de Soundy (El Salvador), Ulrich Wehnert (Germany), Suprpto, Mukhammad Fahrurrozi (Indonesia), Asuka Nanri, Kae Yanagisawa, Takahiro Morita (Japan), Karega Mutahi, (Kenya); Norani Ibrahim (Malaysia) ; Máximo Romero Jiménez, Neydi Cruz García (Mexico); Sahadi Abdou, Adamou Amadou (Niger); Carlos Pando Sánchez, Roberto A. Acosta, Miguel A. Petruccelli (Peru); Ho Jin Seo (South Korea); Bemabé Aguilar, Christian Freres (Spain); Banchong Amornchewin (Thailand); Amor Jilani (Tunisia); Kamil Ayanoğlu, Sebahattin Gazanfer (Turkey); Fatou Haïdara (UNIDO); Oriol Freixa Matalonga, K. R. Sreenivasan, Miguel Clü (UNESCO); Xiaoyu Chen (UNICEF).

This study would not have been possible without the tireless work of the following study team members, who have conducted the field study in respective case countries and contributed to the study as case study authors:

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The leadership by Yiping Zhou, Director of the Special Unit for South-South Cooperation (SU/SSC), UNDP, was essential for this study. We would like to thank deeply Mami Yamada, Chief, Partnership and Resource Mobilization Division, SU/SSC and Hanayo Cheung, SU/SSC, for their guidance and continuous support throughout the study process. With much gratitude for all the support received, as the authors, the study team remains responsible for all the views that expressed in this study, which do not reflect any official stance on the part of UNDP.

It is our hope that the study will contribute to knowledge-sharing and constructive discussions among various actors towards the improvement and further promotion of South-South and triangular cooperation.

A handwritten signature in black ink, reading "Satoko Miwa".

Satoko Miwa
Study Team Leader

ACRONYMS AND ABBREVIATIONS

ABC	Brazilian Agency for Cooperation
ACMECS	Ayeyawady-Chao Phraya-Mekong Economic Cooperation Strategy
AECID	Spanish International Cooperation Agency for Development
APCI	Peru International Cooperation Agency
ATCT	Tunisian Agency for Technical Cooperation
AU	African Union
BMZ	Federal Ministry of Economic Cooperation and Development
CABC	China Africa Business Council
CADF	China Africa Development Fund
CRDB/CDC	Cambodia Rehabilitation and Development Board / the Council for the Development of Cambodia
CIDA	Canadian International Development Agency
CICETE	China International Centre for Economic and Technical Exchange
CLMV	Cambodia-Laos-Myanmar-Vietnam
CSO	Civil Society Organization
ECDC	Economic Cooperation among Developing Countries
EFTCA	Egyptian Fund for Technical Cooperation with Africa
EPU	Economic Planning Unit, Prime Minister's Department, Malaysia
EU	European Union
FDI	Foreign Direct Investment
FO-AR	Argentine Fund for Horizontal Cooperation
IAI	Initiative for ASEAN Integration
IBSA	India-Brazil-South Africa
ICT	Information and Communication Technology
IDRC	International Development Research Centre
IsDB	Islamic Development Bank
ITEC	Indian Technical and Economic Programme
JARCOM	JICA-ASEAN Regional Cooperation Meeting
JICA	Japan International Cooperation Agency
KOICA	Korea International Cooperation Agency
MDGs	Millennium Development Goals
MTCP	Malaysia Technical Cooperation Programme
NEPAD	New Partnership for Africa's Development
ODA	Official Development Assistance
PPP	Public and Private Partnership
SCAAP	Special Commonwealth Assistance for Africa
SENASA	National Service for Agrarian Health

SMASE-WECSA	Association of Science and Mathematics Education in Western, Eastern, Central, and Southern Africa
SMASSE	Strengthening Mathematics and Science in Secondary Education
SMEs	Small and medium enterprises
SPO	State Planning Organization, Turkey
SSC	South-South Cooperation
SS-GATE	South-South Global Assets and Technology Exchange
SU/SSC	Special Unit for South-South Cooperation
TCDC	Technical Cooperation among Developing Countries
TCE	Third-Country Expert
TCTP	Third-Country Training Programme
TICA	Thai International Cooperation Agency
TICAD	Tokyo Conference on African Development
TIKA	Turkish International Cooperation and Development Agency
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNESCAP	United Nations Economic and Social Commission for Asia and Pacific
UNESCO	United Nations Educational, Scientific, and Cultural Organization
UNFPA	United Nations Population Fund
UNGASS	United Nations General Assembly Special Session
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
WECSA	Western, Eastern, Central and Southern Africa
WHO	World Health Organization
WIDE	Web of Information for Development
WTO	World Trade Organization

EXECUTIVE SUMMARY

1. INTRODUCTION

South-South and triangular cooperation has become a major subject of international development discussions. One of the key issues identified in such discussions is the lack of information on South-South and triangular cooperation implemented by different parties, and the need to promote knowledge-sharing on the practices of South-South and triangular cooperation, especially including existing good practice. Against this background, a UNDP workshop entitled 'Increasing Effectiveness of South-South Cooperation for Development' was held on 18 December 2008 for the purpose of sharing knowledge among practitioners of South-South and triangular cooperation.

This study was conducted as a follow-up to the UNDP workshop. Its overall purpose is to contribute to knowledge-sharing and learning for improving the practices of South-South and triangular cooperation. It examines current practices of South-South cooperation in several areas identified as key challenges and constraints by various conferences and studies. These issues are: policy and institutional framework; comparative advantages; demand-driven approach; sustainability; and achievement of results. The methodology of the study consisted of: i) a questionnaire survey of pivotal and beneficiary countries as well as donor and international organizations; ii) case studies of good practices in 12 pivotal countries and 4 beneficiary countries; and iii) a synthesis of the results of the survey and case studies.

2. POLICY AND INSTITUTIONAL FRAMEWORK

This chapter presents the current situation and good practices in the formulation of national policy on South-South cooperation; budget allocation for the purpose; coordination of policy and programmes/projects among different organizations and data collection on South-South cooperation and reporting of its results.

Major findings of the survey on the current situation show:

- i) Many pivotal countries have country- and issue-specific South-South cooperation strategies, most of them aimed at the medium term. However, fewer countries have a long-term overall national policy on South-South cooperation. Also, while issues such as principles and priority regions/ countries for South-South cooperation are generally well articulated in

the policy, priority areas of cooperation are not articulated to the same extent; and there are limited countries that articulate the promotion of partnership with the private sector.

- ii) The budget allocation for South-South cooperation has been increasing in most of the countries over the last 5 years. This is in spite of the fact that overall donor funding to these countries has been limited over this period.
- iii) In most pivotal countries, the coordinating organization of South-South cooperation manages the overall budget allocation and supervises the projects implemented by various organizations. However, the status of policy-level coordination and consistency among the projects varies. The articulation of national policy and an operational mechanism (such as a regular coordination meeting) helps to facilitate coordination.
- iv) Systematic collection and compilation of information on South-South cooperation, and the reporting of this information to the public, are still limited in many pivotal countries.

Case studies of good practices cover: formulation of a strategic framework in Thailand; institutional and technical capacity strengthening in China; systematic data collection and reporting in Turkey; and establishment of a Joint Cooperation Fund by Mexico and Chile. These cases indicate that increased South-South cooperation has promoted country efforts in strengthening their policy and institutional frameworks. Key contributing factors for the successful efforts described in these cases include: enabling policy environment and commitment at all levels; broad participation and partnership, including government organizations and civil society; capacity of the coordinating organization and capacity development of wider stakeholders through the process; and a step-by-step approach to expand initiatives based upon a longer-term perspective while achieving a short-term result to gain momentum. Donor and international organizations' support has helped countries in developing capacity and networking among broader stakeholders.

3. COMPARATIVE ADVANTAGES

This chapter presents the current situation and good practices in the use of comparative advantages for effective South-South cooperation as well as the identification of comparative advantages and mobilization of country resources.

Major survey findings on the current situation show that:

- i) Both pivotal countries and beneficiary countries attach considerable importance to a pivotal country's development experience and technical capacity in the area of cooperation as well as availability of practical know-how as comparative advantages of South-South cooperation. They also consider South-South cooperation to be more economical and effective. Relatively less importance is attached to similarity of social and cultural situation, given increased involvement in inter-regional cooperation by many countries. The same applies to the use of the same language;

however, non-English speaking countries, especially beneficiary countries, attach more importance to it.

- ii) To identify specific areas with comparative advantages, many pivotal countries take such measures as conducting surveys and consultation meetings with various national organizations. Joint meetings with beneficiary countries and donor and international organizations' support also provide a good opportunity for countries to identify specific areas with comparative advantages.
- iii) The public sector constitutes a major source of expertise for South-South cooperation. Many public organizations have become providers of South-South cooperation, using technical capacity strengthened with past assistance from donor and international organizations. To further strengthen South-South cooperation, mobilization of expertise from the private sector is increasingly recognized as important.
- iv) Partnering among pivotal countries is still limited; however, existing examples indicate that partnering encourages complementary combinations of comparative advantages as well as scaling up of cooperation. Partnering, especially among more than two countries, has been often done under broader regional/sub-regional or inter-regional cooperation frameworks. Also, in some cases, partnering has been facilitated by donor and international organizations.

Case studies on good practices, such as the Kollo Project (Tunisia-Niger), PROMESA Project (Argentina-Peru), Pan-African E-Network Project (India-African Countries), and Lighten-up Africa Project (China-African countries), provide concrete examples in which comparative advantages (such as a similar social/cultural situation, use of the same language, and a pivotal country's technical capacity) have been made utmost use for effective cooperation. A case such as Centre Songhai (Benin-Zambia) demonstrates that South-South cooperation has been conducted between countries at the same level of development and that comparative advantage does not necessarily mean advanced level of experience. In this respect, a case study of practical know-how of Brazil points out that even a country like Brazil, with an advanced level of experience, still shares similar development challenges with less advanced countries, which makes practical know-how available for cooperation. In keeping with trends toward increased South-South cooperation under different social/cultural situations and/or using different languages, a case study of the Pro-Huerta project (Argentina-Haiti) provides a good example of how language barriers can be effectively overcome.

Despite the diversity of these cases, they share common aspects which have encouraged effective use of comparative advantages. These include: a pivotal country's willingness to share its development experience and active mobilization of its country resources, demand-driven approach, and beneficiary country's ownership and active participation in the projects. Finally, a case study of IBSA presents an example of inter-regional partnering in which political leadership has played an important role.

4. DEMAND-DRIVEN APPROACH

This chapter presents the current situation and good practices in demand-driven approach, covering such issues as match-making; needs-assessment and programme/project development; participation of beneficiary countries in programming; and alignment and coordination.

Major survey findings concerning the current situation show that:

- i) Despite the general view that South-South cooperation programmes/projects are rather supply-driven, most of the pivotal and beneficiary countries surveyed for this study perceive that their programmes/projects are largely demand-driven. Nevertheless, several factors impose constraints on the use of demand-driven approaches. The largest impediment, for both pivotal and beneficiary countries, is limited capacity in articulating/assessing needs and developing specific programmes/projects. Other major impediments include limited information at the stage of needs-matching and limited participation of beneficiary countries in programme/project development.
- ii) Major match-making mechanisms include: bilateral and regional/sub-regional meetings; information collection through the embassy/country offices; and request surveys by pivotal countries. Many pivotal countries actively disseminate information on their experience and expertise. Support has been also provided by donor and international organizations through such measures as facilitation of information-exchanges and co-organization of match-making exercise meetings.
- iii) Most of the pivotal countries conduct field surveys to prepare for cooperation programme/project development. However, few countries have established methodologies for needs assessment and programme/project development, and support from donor and international organizations for capacity development in this area is rather limited.
- iv) The level of beneficiary countries' participation in programme/project development is mixed. Factors promoting greater participation include: close contact between the two countries; cost-sharing; and the use of participatory planning tools. In the case of triangular cooperation, the presence of a donor and/or international organization's country office in the beneficiary country helps communications between pivotal and beneficiary countries, and encourages participation of the latter, especially when the former does not have its own country office.
- v) Both pivotal and beneficiary countries believe that existing programmes/projects generally align to the latter's development programmes. The extent of this alignment is influenced by the pivotal countries' capacity to meet beneficiary countries' priorities as well as beneficiary countries' capacity to incorporate South-South cooperation in their development programmes. Existing practices that help promote greater alignment

include: formulation of programmes/projects based upon beneficiary countries' request and under a bilateral cooperation framework; joint needs assessment and programme/project development; and consultation before programme/project approval.

- vi) Coordination of a South-South cooperation programme/project with other programmes/ projects by donor and international organizations and other pivotal countries is still limited. Triangular cooperation helps promote coordination with the programmes/projects by the concerned donor and international organizations as well as, through their facilitation, with other development partners' programmes/projects.

Case studies show good examples of initiatives to promote demand-driven approach as well as specific programme/projects characterized by a demand-driven approach. The former include: Colombia's initiative to reorient its South-South cooperation programmes; capacities and needs-matching exercise (CNM) by Tunisia and French-speaking African countries; a mechanism of demand-driven match-making among ASEAN countries under JARCOM; and innovative efforts (SS-GATE) to facilitate exchange of technology, services, and resources through the use of IT.

The latter covers SMASSE project (Kenya-Niger), Pistachio Growing project (Turkey- Turkmenistan/Uzbekistan), Development of Peruvian Scallops (Chile – Peru), and Growth Triangle Initiative by Zambia, Malawi, and Mozambique (ZMM-GT). Notable features of these cases are leadership and commitment of the beneficiary countries, especially including political leaders/high-level officials, based upon existence of strong needs in the area of cooperation. The ZMM-GT provides an example of strong political leadership leading to sub-regional cooperation among countries at a similar level of development. The cases also show that, to ensure beneficiary countries' leadership and commitment, pivotal countries' approach to facilitate beneficiary countries' participation from the programming stage plays an important role.

5. SUSTAINABILITY

This chapter presents the current situation and good practices in sustainability, covering such issues as adaptation of technology and know-how and establishment of a mechanism for sustainability. The issues of sustainability and impact of the results of training courses are also investigated.

Major findings of the survey on current situation show:

- i) Both pivotal and beneficiary countries perceive that sustainability is ensured to a certain extent in the programmes/projects provided by the former and received by the latter. As factors influencing sustainability, they attach much importance to technology and know-how that fits with the needs, capacity, and context of the beneficiary countries. On the other hand, creation of mechanisms for sustainability is not given as much attention. Similarly, in most of the programmes/projects, measures

are taken to adapt technology and know-how to local needs, capacity, and context; however, measures to ensure sustainability mechanisms are not given so much consideration.

- ii) To enhance sustainability and impact of training courses, many pivotal countries have taken certain measures, including: reorientation of training courses from scholarship type to trainer's training as well as more training of officials from different levels; combination of training courses with other forms of cooperation; strengthening of evaluation and feedback; and follow-up support to the alumni. Various measures have been also taken by beneficiary countries to retain trained personnel and have them feed back training outcomes to their work.

Case studies on good practices, such as Development of Modern Greenhouse Practice (Turkey-Uzbekistan) and Institutional Development of the Sanitation Sector (Tunisia-Senegal), provide good examples of how sustainability has been successfully ensured. Together with strong expertise from the pivotal countries, the active participation and commitment of the beneficiary countries based upon a demand-driven approach have played an important role in the successful adaptation of technology and know-how and institutionalization of project activities. Case studies also present examples of training courses in Egypt and Malaysia that have successfully addressed issues of sustainability and impact of training courses. The cases show that demand-driven programming, evaluation of results, feedback of evaluation findings into programme improvements, and measures such as follow-up support help ensure sustainability and impact of training courses.

6. ACHIEVEMENT OF RESULTS

This chapter presents the current situation and good practices in the achievement of results, including the issues of management for results and scale-up.

Major survey findings on the current situation show that:

- i) Few pivotal countries set verifiable indicators and conduct systematic M&E to manage for results. Beneficiary countries' participation in M&E is similarly limited. Further, in both pivotal and beneficiary countries, programmes/projects results are not fully disclosed to the public. Several donor and international organizations involved in triangular cooperation support capacity development in management for results.
- ii) Responses from pivotal countries indicate that many of their programmes/projects have achieved results at the level of *output*. However, a smaller share of programmes/projects has achieved the desired results at the levels of *outcome* and *impact*. Some 30 percent of countries answer that only about half of their programmes/projects achieve the desired impact.
- iii) Analysis of responses from pivotal and beneficiary countries broadly indicates that achievement of results is positively correlated with the use of a

demand-driven approach. That is, countries whose programmes/projects are more demand-driven tend to be more successful in achieving results. Similar correlation is broadly observed between achievement of results and sustainability as well as management for results.

Case studies present examples of specific programmes/projects that have achieved successful results at the level of impact. Although the programmes/projects are quite diverse, they share several common features, including: existence of strong demand in the beneficiary countries; enabling environment brought by leadership and commitment of beneficiary countries' political leaders/ senior officials; effective use of pivotal countries' comparative advantages and responsiveness to the needs, capacity, and context of the beneficiary countries; active participation of broad stakeholders of beneficiary countries; and, pivotal countries' facilitative approach to promote ownership and participation of the beneficiary countries. Combining technical cooperation with other types of cooperation, such as provision of materials and equipment, has also contributed to enhancing the impact of cooperation in several cases.

Further, cases such as Health Care for Sub-Sahara Africa (Turkey-African countries), Institutional support in Creating the National Fund for Solidarity (FNS) (Tunisia-Mali), Beekeeping Project (Turkey-Macedonia), and Technical Assistance in Olive Production (Argentina-Peru) show that partnership with other development actors—such as donor and international organizations, civil society, and the private sector—plays an important role in scaling up the impacts of cooperation.

South-South cooperation programmes/projects have often been carried out under a larger regional/sub-regional or inter-regional cooperation framework, as shown by cases such as the SMART School Project (Malaysia-Myanmar/Laos). The achievements of such programmes/projects contribute not only to the advancement of beneficiary countries in specific areas of cooperation, but also promote broader regional cooperation and solidarity among member countries.

7. TRIANGULAR COOPERATION

This chapter describes the current situation with respect to triangular cooperation involving donor and international organizations as well as developing countries, including the benefits and challenges of such cooperation. It also presents case studies of several good practices.

Major survey findings concerning the current situation reveal the following:

- i) Donor and international organizations are paying increasing attention to South-South and triangular cooperation, from the vantage point of such issues as enhancement of country ownership, use of comparative advantages, and scale-up of the impacts of past assistance.
- ii) On the other hand, organizations promoting triangular cooperation have, for the most part, yet to develop policy and institutional frameworks to guide these efforts. Only a small number of donor organizations explicitly

mention the promotion of triangular cooperation in their policies and incorporate it into regional and country assistance strategies. Few donor organizations have a dedicated unit responsible for coordinating triangular cooperation activities across the organization. International organizations are more advanced in the articulation of the policy and establishment of a coordination unit, but incorporation of triangular cooperation in their regional/country strategy differs by organization. Also, few donor and international organizations have operational guidelines on triangular cooperation, and few systematically collect data on triangular cooperation. Furthermore, the positioning of triangular cooperation varies by donor: some donors categorize it as cooperation for beneficiary countries and others for pivotal countries.

- iii) Pivotal countries with extensive experience partnering with donor and international organizations in triangular cooperation are concentrated in Latin America and Asia. This is because, in selecting pivotal countries with which to partner, donor and international organizations attach importance to particular criteria, including advanced expertise in the cooperation area, implementation capacity, and the position of the country as a regional/global actor, as well as linkage with the past assistance. Such concentration, in turn, has led to a large difference among pivotal countries in the number of triangular cooperation donors.
- iv) Donor and international organizations involved in triangular cooperation not only support specific programmes/projects technically and financially, but also provide support to: development of pivotal countries' capacity for South-South cooperation; information-sharing and match-making between pivotal and beneficiary countries; and knowledge-sharing and networking among developing countries. In particular, international organizations play an important role in supporting knowledge-sharing and networking.
- v) For pivotal countries, the benefits of triangular cooperation go far beyond filling a financial gap. Specific benefits of triangular cooperation mentioned by pivotal countries include: donor and international organizations' support to technical capacity development; strengthening of policy and institutional framework; acquisition of know-how in international cooperation; and enhancement of credibility and reputation. Similarly, beneficiary countries experience benefits, such as: having an intermediary to facilitate information sharing and partnering with pivotal countries; increased credibility of the pivotal countries' cooperation in triangular arrangements; and scale-up of the cooperation, including provision of facilities and equipments by donors. Major benefits of triangular cooperation, as seen by donor and international organizations, include: enhancement of the effectiveness of cooperation through the use of developing countries' own experience know-how and scaling-up of past assistance to pivotal countries. On the other hand, their views concerning the cost-effectiveness of triangular cooperation are mixed.

- vi) As for the challenges of triangular cooperation, higher transaction costs, such as longer planning processes and a need for greater manpower, are listed especially by bilateral donors. Yet, the experience of several donor and international organizations also show that transaction costs can be minimized through standardization and streamlining of procedures as well as more field-based operations and delegation of authority to country offices. While the issue of transaction costs is also seen as a challenge by developing countries, they view the issue of policy coordination as a more substantial challenge, pointing out that donor policies and priorities tend to take precedence over those of developing countries. However, despite these challenges, most of the developing countries indicate that the benefits of triangular cooperation outweigh the drawbacks, and that regular and close consultation helps promote joint efforts to address the challenges.

Case studies such as Mexico's triangular cooperation experience with three different donors give concrete examples of the value added by triangular cooperation. This case, together with the case on Brazil's triangular cooperation experience with both donor and international organizations, provides a glimpse of current practices and comparative advantages of different donors. Cases such as the Zambia Business Coalition on HIV/AIDS and UNICEF Support for South-South Cooperation in Cambodia further elaborate the role of international organizations in knowledge-sharing and networking among developing countries. Also, the Attachment Programme for Cambodian Nursing Tutor is a good example of donor support for match-making and project implementation through a triangular cooperation arrangement which has created an opportunity for peer-to-peer learning between Cambodia and Afghanistan. Finally, the case of sub-regional projects under Thailand-Japan Trilateral Cooperation and the case of Triangle of Hope (Zambia-Malaysia-Japan) show examples of how triangular cooperation has been effectively utilized under a broader regional cooperation framework (ASEAN-Japan) and a policy initiative (TICAD Process), producing a substantial impact and win-win-win outcomes for the parties concerned.

8. CONCLUSIONS

The results of this study demonstrate that role of South-South cooperation in development has become increasingly important, given its substantial increase in volume and its usefulness as an effective instrument for development, as seen in the concrete results of the cases presented. The study also shows that triangular cooperation has helped to promote South-South cooperation and to enhance the overall effectiveness of development assistance. Given these, it is all the more important to further improve the practice of South-South and triangular cooperation and to enhance their effectiveness. Key conclusions of the study from this viewpoint can be summarized as follows:

- i) In many pivotal countries, South-South cooperation has been expanded recent years. Against this background, various efforts have also been

made to strengthen the policy and institutional framework for South-South cooperation. However, several challenges remain, especially the formulation of comprehensive national policies and the collection/compilation of data. Political leadership and support, capacity of the coordinating organization, and collaboration with all the stakeholders concerned play an important role in successfully tackling these challenges.

- ii) Comparative advantages, such as country experience, technical capacity, practical know-how, cost-effectiveness, similar social and cultural background, and the use of the same language, help ensure effective cooperation. However, to make the utmost use of comparative advantages for successful achievement, the use of a demand-driven approach is a key. For mobilizing country resources to actually use comparative advantages in cooperation, management of country resources and close contact with national organizations are needed. Mobilization of private-sector expertise becomes important to respond to increased and diversified needs. Partnering enables, through joint cooperation, to complementarily combine comparative advantages and to scale up the cooperation. However, actual practices are still limited. To explore the potential for partnering, measures to promote identification of partners as well as clarification of merits in specific partnering arrangement to the countries concerned need to be tackled.
- iii) The programmes/projects having achieved successful results have been based upon a demand-driven approach in both programme/project formulation and implementation, as well as attention to measures for ensuring sustainability, such as adaptation of technology and know-how to local circumstances as well as the creation of sustainability mechanisms. As such, it is important to consider integrated solutions and measures, featuring a demand-driven approach, sustainability mechanisms, and achievement of results.
- iv) Indispensable elements of a demand-driven approach are leadership, commitment, and participation of beneficiary countries. Leadership and support of political leaders/high-level of officials as well as ownership and participation of broader stakeholders play an essential role in a demand-driven approach, and then in ensuring sustainability and achievement of results.

Another important element of a demand-driven approach is pivotal countries' efforts to facilitate leadership, commitment, and participation on the part of beneficiary countries. Improvement of match-making, needs assessment, and programme/project development and implementation help to promote use of demand-driven approaches. As for match-making, it is important to establish a mechanism while various efforts have been already being made. Capacity development for needs assessment/articulation and programme/project development is a major challenge for

both pivotal and beneficiary countries in operationalizing demand-driven approach. Support for such capacity development is needed to further promote use of demand-driven approaches.

- v) The importance of adapting technology and know-how is well recognized by both pivotal and beneficiary countries, and to this end measures have been taken in many programmes/projects. However, the importance of creating mechanisms for sustainability is not so well recognized, nor have many measures been taken in this direction. To strengthen sustainability, it is necessary to increase recognition of the importance of sustainability as well as to promote the inclusion of strengthened sustainability measures in programmes/projects. As for the sustainability and impact of training courses, existing good practices show that measures such as demand-driven programming, evaluation and feedback, and follow-up support help to improve them.
- vi) Case studies demonstrate that many existing South-South cooperation programmes/projects achieve concrete results that contribute to economic and social development of beneficiary countries. Demand-driven approaches, sustainability, and management for results contribute to the achievement of results. Other factors contributing to achievement of results, especially at the impact level, include combination of technical cooperation with other types of cooperation and scaling up through partnership with donor and international organizations, civil society, and the private sector. An important point illustrated in the case studies is that South-South cooperation programmes/projects are increasingly carried out under larger regional/sub-regional or inter-regional cooperation frameworks. The impacts of the programmes/projects need to be seen, taking into consideration contribution to such cooperation.
- vii) Under triangular cooperation arrangements, donor and international organizations have not only provided complementary inputs to specific programmes/projects but also supported information-sharing and match-making, technical and implementation capacity strengthening of pivotal countries, knowledge-sharing, and networking. This support is viewed as important by both pivotal and beneficiary countries. Triangular cooperation has also brought benefits to donor and international organizations, such as the use of comparative advantages of pivotal countries as well as the scale-up of past assistance. However, triangular cooperation entails challenges, such as transaction costs and policy coordination; the latter, especially, is regarded by developing countries as a more substantial issue. Clarification of South-South and triangular cooperation on both the developing-country and donor sides, combined with close consultation based upon well-articulated policy frameworks, is required to tackle this. Also, standardization and streamlining of procedures, a shift to more field-based operation, and greater alignment with developing countries' procedures would also serve to minimize transaction costs.

- viii) To maximize the benefits of triangular cooperation, it is desirable to further expand it in terms of volume as well as number of partner countries. In particular, greater opportunities for triangular cooperation need to be provided to countries at a less-advanced level of experience, which can provide South-South cooperation to third countries at a similar level of development. Also, to expand triangular cooperation, strengthening of policy and institutional frameworks is needed on the part of donor and international organizations, including articulation of triangular cooperation policies, establishment of a coordinating unit, mainstreaming of triangular cooperation in donor organizations' operational activities, and so on.

Thanks to input from several developing countries and donor and international organizations, this study has been able to collect and compile a wide range of information on the current situation as well as existing good practices with respect to South-South cooperation. However, this study is just a first step in the needed efforts to promote knowledge-sharing. Continued efforts to collect information on practices in South-South and triangular cooperation, update good practices, and promote knowledge-sharing as a process are indispensable. To do so, it is important to establish a mechanism for knowledge-sharing. It will be useful to establish a network, with participation from practitioners in both developing countries and donor and international organizations, and to promote knowledge-sharing on South-South and triangular cooperation through regular meetings and contacts among the network members. A network at the practitioner level will serve to complement the High-Level Committee on South-South Cooperation and to help advance South-South and triangular cooperation at the operational level. Such a network is needed now more than ever, given the expansion of South-South and triangular cooperation activities, the involvement of a growing number of developing countries in South-South cooperation, and the need to improve the above activities for enhanced effectiveness of cooperation. The establishment of a network will be useful not only to promote knowledge-sharing but also to promote joint work among the members, including joint programmes/projects as well as joint research.

1. INTRODUCTION

1.1. BACKGROUND AND PURPOSE

Along with the emergence of middle-income countries and deepened interactions among the countries in the South, unprecedented attention is being paid to South-South cooperation, both from the South and the North. In addition to the traditional framework of reviewing the progress of the Buenos Aires Plan of Action at the UN High Level Committee on South-South Cooperation, South-South and triangular cooperation has become a major subject of international conferences, such as UN's ECOSOC meeting on Development Cooperation Framework, G8-G5 Dialogue at the G8 Summit in Toyako, Japan, and the High Level Forum on Aid Effectiveness of OECD.

Whilst general understanding and agreement exists on the value of South-South cooperation as a means of sharing knowledge and experiences originated from the South, discussions at the UN and other high-level meetings tend to focus on conceptual and political aspects of South-South cooperation as to whether South-South cooperation is complementary or substitute to traditional North-South cooperation. On the other hand, practical aspects of South-South and triangular cooperation tend to be neglected or touched only superficially in such occasions.

In fact there is ample room for improving the practices of South-South and triangular cooperation in the following spheres:

- There is no comprehensive set of information on South-South and triangular cooperation implemented by different parties;
- Regional frameworks to promote knowledge sharing on the practices of South-South cooperation do exist, but there are no inter-regional and global frameworks;
- Good practices in South-South and triangular cooperation are not sufficiently publicized in the international community, resulting in a lower degree of understanding of the nature and effectiveness of South-South cooperation;
- Bilateral donors, international financial institutions and UN organizations are intensifying efforts to support South-South cooperation as an integral part of their programmes, but their inputs tend to scatter due to a lack of coordination.

As a result, practitioners of South-South and triangular cooperation are not fully exposed to the information and experience of other partners in the world, and consequently miss opportunities to enhance their capacity through mutual learning. There is a dire need to create a global platform to discuss ways to improve the quality of South-South and triangular cooperation through both virtual and physical means.

Against this background, a UNDP workshop entitled ‘Increasing Effectiveness of South-South Cooperation for Development: A Workshop for Practitioners of South-South and Triangular Cooperation’ was held on 18 December 2008 at UN headquarters in New York. The workshop was one of the main events organized to celebrate the fifth UN Day for South-South Cooperation and the launching of the first Global South-South Development Expo. The objective of the workshop was to bring together practitioners of South-South and triangular cooperation to discuss the ways to improve the effectiveness of South-South cooperation to better serve the needs of beneficiaries in developing countries. Over 70 practitioners, representing 23 developing countries as well as donor and international organizations, participated in the workshop (see Annex 1 and 2 for the agenda and a list of participants).

Like all the above-mentioned events, the workshop focused on the discussion of ‘solutions’, in the context of significant constraints and challenges already identified through various conferences and studies. Such constraints and challenges include: development of policy framework and institutional capacity, identification of comparative advantage, enhancement of demand-driven approaches, improvement of sustainability, exploration of partnership with donor organizations, and so on. To promote solution-oriented discussion, successful experiences in overcoming these challenges were presented by and shared among the participants. The workshop provided an opportunity for the participants to share experience and knowledge and to learn from existing good practices.

This study was carried out as a part of the follow-up to the workshop. The overall purpose of the study was to contribute to knowledge-sharing and learning, with a view to improving the practices of South-South and triangular cooperation. To this end, the strategy for conducting this study was to investigate and compile existing good practices, which exemplify evidence-based solutions to the challenges and constraints mentioned above. To investigate the effectiveness of South-South cooperation and triangular cooperation, good practices in achieving results were also collected and studied.

1.2. SCOPE AND METHODOLOGY

There are diverse forms of South-South and triangular cooperation. Given the above background and purpose, however, this study focused on government-based South-South development cooperation through Technical Cooperation among Developing Countries (TCDC), which accounts for a large share of current South-South cooperation activities. Also, the study focused on triangular cooperation, in which donor and international organizations act as a third party to support South-South development cooperation between developing countries.

The areas of investigation and the key study questions included:

Policy and institutional framework

- To what extent and how a comprehensive national policy on South-South cooperation is formulated; how the budget for the purpose is secured; how South-South cooperation programmes/projects are coordinated among different organizations; and how information on South-South cooperation is compiled and published.
- How a country has succeeded in strengthening its policy and institutional framework for South-South cooperation, and how support from donor and international organizations has helped a country in doing so.

Comparative advantage

- How comparative advantages have been used in actual South-South cooperation and contributed to enhancing its effectiveness.
- How a country has succeeded in identifying its comparative advantages and mobilizing country resources for cooperation; and how support from donor and international organizations has helped a country in doing so.

Demand-driven approach

- To what extent and how a demand-driven approach has been applied in actual South-South cooperation.
- How a country has succeeded in improving match-making and strengthening demand-driven programming; and how support from donor and international organizations has helped a country in doing so.

Sustainability

- To what extent and how sustainability has been ensured in actual South-South cooperation
- How a country has succeeded in adapting technology and know-how to the local context and creating a mechanism to ensure sustainability
- How a country succeeded in improving sustainability and impact of the results of training courses

Achievement of Results

- To what extent and how South-South cooperation programmes/projects have been managed for results and how their results were achieved
- How a country has succeeded in achieving programme/project results and scaling them up; and how partnership with donor and international organizations or with the private sector has worked in the scaling up of the results of cooperation.

Triangular Cooperation

- To what extent and how triangular cooperation has been carried out in actual practice
- How triangular cooperation has benefitted three parties involved and added value to South-South cooperation; and what have been the challenges of triangular cooperation

The methodology of the study consisted of: i) a questionnaire survey on the current situation and good practices in the above-mentioned areas of investigation; ii) case studies of good practices in selected developing countries; and iii) a synthesis of the results of the survey and case studies. The questionnaire survey was sent to multiple recipients in 16 countries actively providing South-South cooperation (hereinafter pivotal countries), 6 countries receiving South-South cooperation from several of these countries (hereinafter beneficiary countries), and 15 donor and international organizations involved in triangular cooperation. 14 organizations of the pivotal countries, 6 organizations of the beneficiary countries, and 11 organizations of donor and international organizations provided inputs to the survey. (see Annex 3 for a list of organizations participating in the survey).

The case studies were drawn from 12 pivotal countries and 4 beneficiary countries, which were selected from those to which the survey was sent, taking into consideration geographical distribution. These case-study countries were:

- Pivotal countries: Argentina, Brazil, China, Colombia, Egypt, India, Malaysia, Mexico, South Africa, Thailand, Tunisia, Turkey
- Beneficiary countries: Cambodia, Niger, Peru, Zambia

Case studies were prepared by locally recruited consultants in close collaboration with the governments of the respective countries. The cases covered various good practices at the policy and institutional levels as well as at the programme and project levels. While the focus of the study was TCDC, some of the cases also involved other types of cooperation, such as infrastructure and financial cooperation. Thus, as a whole, the cases cover a wide range of activities in South-South cooperation (see Annex 4 for a list of cases).

It should be noted that, for the sake of convenience, this study has divided countries into two categories—pivotal and beneficiary countries. However, most of the countries designated as pivotal countries receive South-South cooperation as well as offering it to other countries. Similarly, some of the countries designated as beneficiary countries not only receive South-South cooperation but also provide it to other countries at a similar level of development. In this sense, South-South cooperation is indeed horizontal and multi-directional. While this study focuses on South-South cooperation from so-called pivotal countries to beneficiary countries, the horizontal and multidirectional aspects of South-South cooperation should not be overlooked.

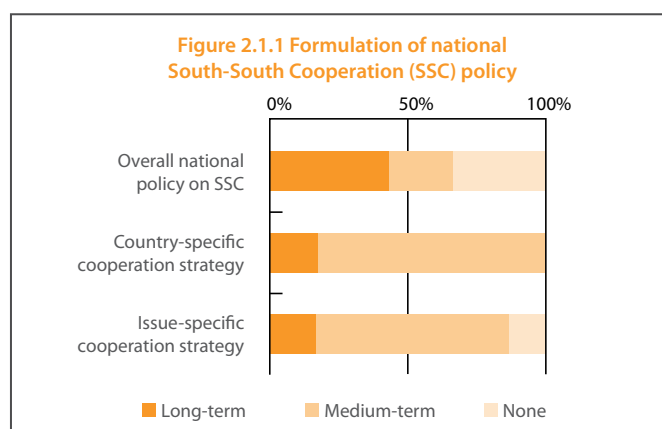
2. POLICY AND INSTITUTIONAL FRAMEWORK

The absence of a national policy on South-South cooperation and the lack of mechanisms to coordinate the activities of different implementing agencies make it difficult for a country to pursue South-South cooperation in a comprehensive manner. Lack of budget allocation to South-South cooperation also impedes active engagement in cooperation. Furthermore, data and information on South-South cooperation are not well compiled, making it difficult to understand the flow of the cooperation as well as its results. These issues have been frequently pointed out in various conferences and studies on South-South cooperation. This chapter takes a closer look at the current situation with respect to these issues and examines country experiences in meeting the challenges based upon existing good practices.

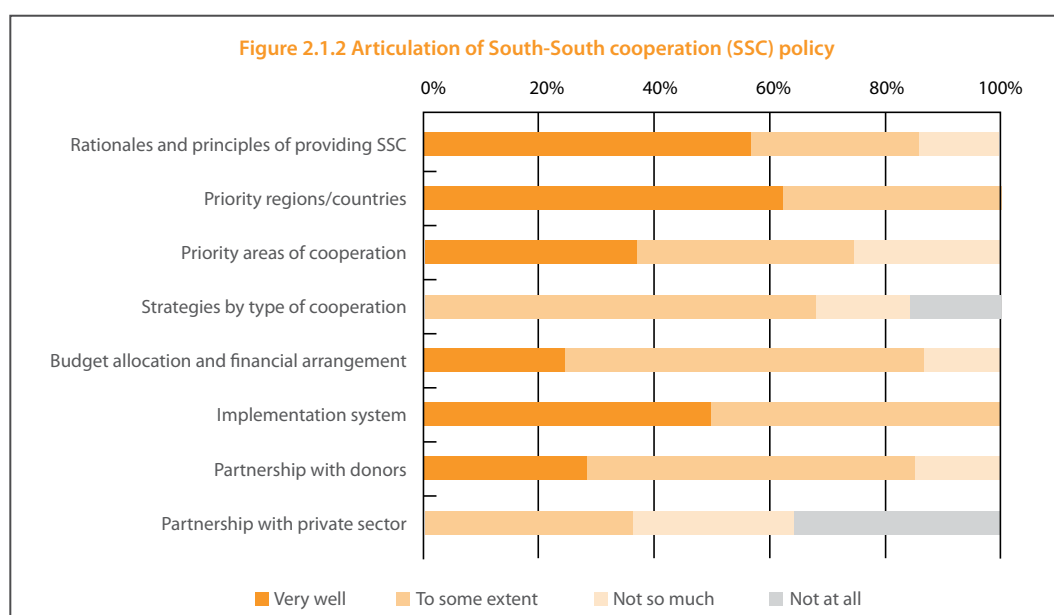
2.1. CURRENT SITUATION

Policy Framework

To what extent have countries formulated a national policy on South-South cooperation and articulated strategies based on the policy? Survey responses from pivotal countries show that, whilst all the responding countries have country-specific strategies, and more than 80 percent have issue-specific cooperation strategies, one-third have not formulated an overall national policy on South-South cooperation. Also, country- and issue-specific strategies typically focus on the medium term, whereas overall national policy, when formulated, tends to look to the long term. This indicates that many countries lack a long-term comprehensive policy on South-South cooperation, although medium-term strategies on specific countries and issues are in place. Some countries, such as Indonesia and Malaysia, have a structured policy framework and long-term national policy as well as medium-term country- and issue-specific strategies. Argentina has a long-term national policy as well as both long- and medium-term country- and issue-specific strategies. However, for many countries, the formulation of a structured policy framework is still limited (see Figure 2.1.1).



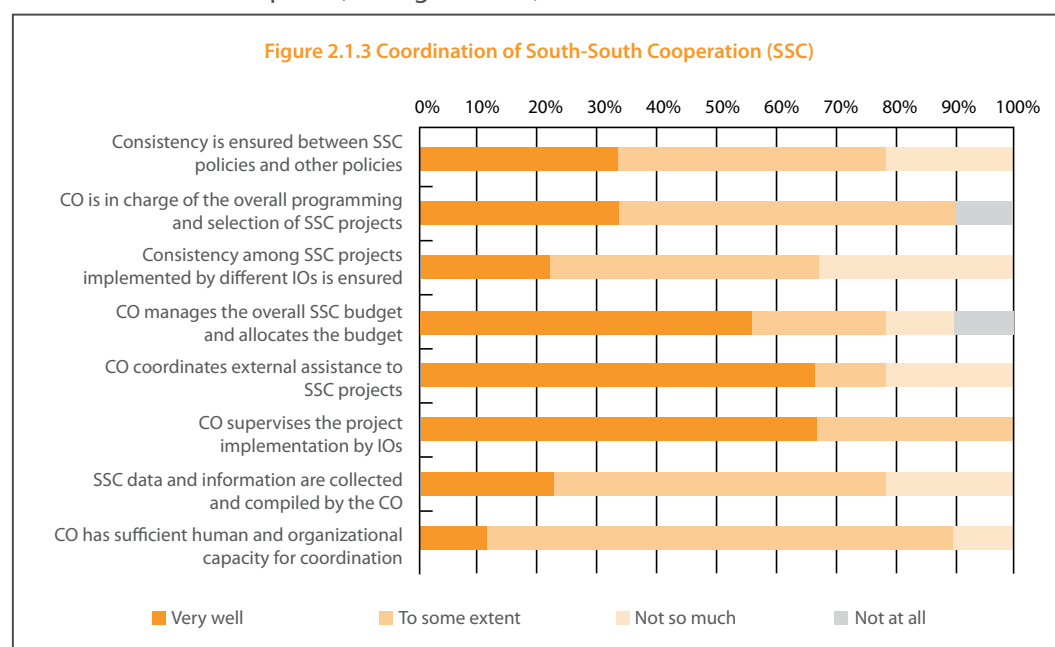
Survey results on the articulation of strategy show that the rationales and principles of South-South cooperation as well as priority regions and countries are well articulated in national policy. On the other hand, issues such as priority areas of cooperation and strategies by type of cooperation are not articulated to the same extent. Priority areas of cooperation are often established based upon a country's comparative advantages, and articulating these advantages helps provide a strategic focus for the cooperation. Conversely, less articulation of priority areas indicates that comparative advantages and focused areas of cooperation are not yet fully specified. Also, the results demonstrate that, while partnership with donors is to some extent taken into account in the policy, partnership with the private sector is much less reflected. Only a few countries, such as Korea, Malaysia, and Mexico, provided responses indicating that partnership with the private sector is well articulated in national policy on South-South cooperation. For example, in its basic policy document ('The Policy Statement of Korea's International Development Cooperation'), Korea spells out promotion of private sector participation and public support as one of the basic principles of its official development assistance and strengthens partnership with the private sector to improve its implementation system (see Figure 2.1.2).



With respect to enabling factors for the development of policy frameworks and articulation of policy for South-South cooperation, survey respondents typically mentioned political will and strong commitment and capacity of the government, including both the coordinating organization and other government organizations.

Coordination

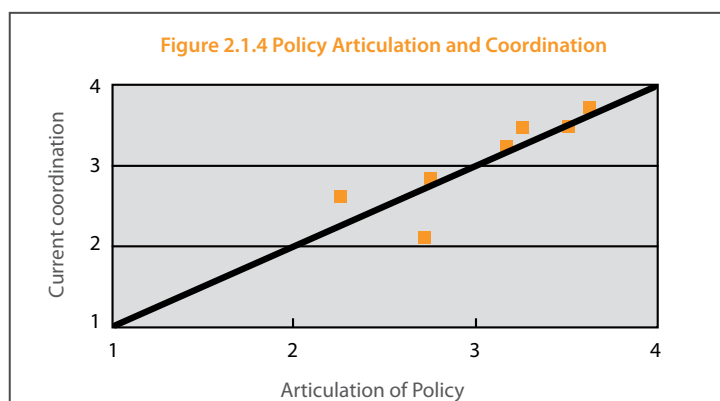
To what extent is South-South cooperation coordinated? Survey responses from pivotal countries indicate that the status of coordination differs by activity. As shown in Figure 2.1.3, in most countries the coordinating organization is actively involved in the supervision of project implementation by implementing organizations. Also, in most countries the coordinating organization manages the overall budget for South-South cooperation and coordinates external assistance. However, the status of coordination at the policy level varies, as does the involvement of the coordinating organization in overall programming and selection of projects. Mechanisms to ensure consistency among projects implemented by different organizations are rather limited. Further, the results coincide with the existing findings that data and information on South-South cooperation are not well compiled (see Figure 2.1.3).



The status of coordination also differs by country. Survey responses indicate that consistency among projects tends to be better ensured in countries with higher policy consistency and stronger involvement of the coordinating organization in programming and project selection. The budget for South-South cooperation and external assistance are also well managed by the coordinating organization in such countries. This indicates that policy consistency and adequate responsibility and power of the coordinating organization play an important role for coordination.

To ensure policy consistency, the existence of appropriate national policy for South-South cooperation is essential. In fact, countries in which South-South cooperation is better coordinated coincide with those having a more articulated national policy for

South-South cooperation. Figure 2.1.4 shows the relationship between the level of coordination and the level of policy articulation for South-South cooperation¹. As observed, the level of coordination is higher in countries where the policy is more articulated. It should be noted that countries in which the level of coordination is higher coincide with those where the implementation system is well articulated in the policy. This implies that, in these countries, the responsibilities of the coordinating organization are clearly defined and spelled out in the policy and that this helps the organization to effectively play its role.



Another important factor promoting coordination is the existence of an operational mechanism for coordination. Countries with higher levels of coordination typically mentioned that there is a regular coordination meeting between the coordinating organization and other organizations concerned, and that close contact is maintained at all levels, including technical as well as senior-level officials.

Data Collection and Reporting

Survey responses show that many countries collect and compile data on South-South cooperation by region, country, sector, and type of cooperation. They also collect data such as number of projects, experts, and training participants. However, the extent of systematic data collection and compilation differs by country. For example, the survey asked each country to provide information on annual net disbursement and regional distribution of South-South cooperation as well as volume of technical cooperation activities by type. For some countries—such as Argentina, Colombia, Korea, Malaysia, and Turkey—all the requested data were available. In other countries, while data on the volume of technical cooperation activities (e.g., number of projects, experts, and training participants) were mostly available, data on net disbursement and regional distribution were more limited. This indicates that compilation of data on complex issues, such as financial flows, is a larger challenge for some countries than compilation of relatively simple data, such as number of activities and persons.

In countries such as Korea and Turkey, data are systematically collected and compiled using an electronic data-collection system. While data collection is less systematic in

¹ The score of the level of coordination as well as that of articulation of the policy is calculated as the average of each country's answer to the questions on coordination (Figure 2.1.3) and on the articulation of policy (Figure 2.1.2) based on the following scoring: '4: very well', '3: to some extent', '2: not so much', and '1: not at all'.

other countries, efforts to systematize data collection are ongoing in several countries. For example, in Thailand, data were collected by different ministries under different systems, making it difficult to obtain complete, comprehensive data. To improve data collection, the Thai International Cooperation Agency (TICA) has been given responsibility for clarifying the definition of official development assistance (ODA) and for collecting data on all ODA provided by various ministries and agencies. Further, to facilitate the data collection, a committee on ODA data collection has been formed, which is chaired by the Director-General of TICA and includes representatives of the major ODA providers in the Thai government. Also, countries such as Mexico and Argentina are undertaking development of a new system to more systematize the data collection.

The extent of data publication varies by country. However, most of the countries make the compiled data public to a certain extent, through the government website and/or through publication of an annual report, a compendium of cooperation programmes, and so on.

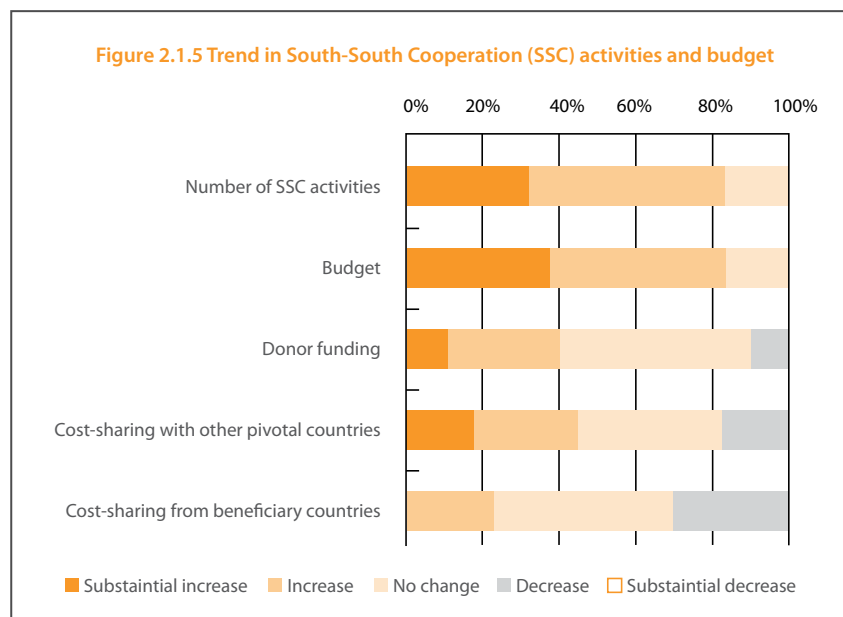
Budget Allocation

In response to the question on changes in the volume of South-South cooperation activities and funds over the last 5 years, 85 percent of the countries responded that the number of activities has increased. In all the countries in which the number of activities increased, the budget for South-South cooperation also increased (see Figure 2.1.5). For example, net disbursements of South-South cooperation (bilateral and multilateral) in the year 2007 in Colombia, Korea, and Turkey were US\$ 343 million, 270 million, and 602 million, respectively. Between 2002 and 2007, the amount increased by 3 times in Colombia, 4 times in Korea, and 20 times in Turkey. The increase in bilateral cooperation was conspicuous. The share of bilateral cooperation in the overall disbursement increased from 37 percent to 90 percent in Turkey and from 68 percent to 75 percent in Colombia. In Argentina and Malaysia, the net disbursement of bilateral cooperation (US\$ 748 million and US\$ 44 million, respectively, in 2007) also increased from 2002, by 34 percent and 44 percent, respectively.

In contrast, the increase in donor funding during the same period was limited. While Argentina, Egypt, Kenya, and Tunisia reported increases in donor funding, Turkey experienced a decline, and the remaining countries reported that there was no change. Since national budgets and donor funding are the major financial source for South-South cooperation in these countries, these results indicate that the recent increases in activities have been mainly due to increased commitment of funds from the national budgets of these countries.

Concerning enabling factors for the increase in budget allocations, many countries mentioned political decision and economic situation, including increased income and economic stability. This shows that recent economic growth in many pivotal countries has clearly contributed to the increase in their budget for and activities in South-South cooperation. Further, survey responses indicate that various efforts have been made to ensure financial resources for expanding South-South cooperation. One example is the institutionalization of the Air Ticket Solidarity Levy in Korea. The levy was introduced in

2007 as the first of its kind in Asia. It imposes a fee of 1,000 Korean won (approximately one US dollar) for each passenger departing from Korea and is expected to raise annual revenue of around US\$ 20 million for Korea's ODA. Also, in Indonesia, funds from state-owned companies and the Indonesian Farmers' Association are mobilized for financing South-South cooperation. Included in such efforts is a partnering with other pivotal countries. One such example is the Mexico-Chile Joint Cooperation Fund, created in 2006 to finance cooperation projects in either country or in third countries. The Fund comprises annual contributions of US\$ 1 million from each country, for the first 3 years.



Donor Support

In the survey, about half of the respondents indicated that they have received donor support to develop their policy and institutional framework. For example, China received UNDP support to establish a national coordination mechanism through the China International Centre for Economic and Technical Exchange (CICETE). Since 1988, Turkey's South-South cooperation has been implemented with UNDP support—initially to the State Planning Organization (SPO) and then to the Turkish International Cooperation and Development Agency (TIKA) after its establishment. Mexico received Japan's support through a project entitled 'Strengthening of the Mexican Institute of International Cooperation for the Development of South-South Cooperation'.

In addition to direct support as mentioned above, many countries mentioned that their experience as aid recipients in working closely with donor and international organizations to plan, implement, and monitor and evaluate aid helped them to acquire knowledge on aid systems and to develop their aid management capacity. In fact, most of the coordinating organizations of South-South cooperation, including ABC (Brazil), EPU (Malaysia), and TICA (Thailand), have been responsible for the coordination of aid to their own country. This wealth of practical experience gained through their traditional role as a recipient country is now being applied to the country's own South-South cooperation.

2.2. GOOD PRACTICE CASES

How has a country succeeded in developing a policy framework and a improving a coordination mechanism; improving a mechanism for collecting and compiling the data on South-South cooperation; and ensuring financial resource for promoting South-South cooperation? This section shows four concrete cases of existing good practices. The first case presents the experience of Thailand in formulating the Strategic Framework for Thai ODA to ensure better coordination of Thai ODA for enhancing its impact. The second case shows China's experience in strengthening institutional framework and technical capacity with UNDP support. The third case demonstrates how Turkey has improved the mechanism for collecting and compiling its ODA data. The last case shows the experience of Mexico and Chile in creating an innovative mechanism for financing South-South cooperation, the Mexico-Chile Joint Cooperation Fund. The case also presents one of horizontal cooperation projects between two countries, which are financed by Fund; the project is a good example of South-South cooperation where the experience of a country (Chile) is effectively shared with the partner (Mexico).

While these cases involve the experience of different countries on different issues, several similar aspects are observed in the experience of these countries. These include:

- i) Increasing South-South cooperation as a background: The case countries share in common as the background for their initiatives the expansion of South-South cooperation in respective countries. The initiatives have been intended to meet the growing calls from both inside and outside the country for better management, better results, and better accountability of South-South cooperation increasing in both volumes and the areas of activities.
- ii) Enabling policy environment and commitment: The initiatives have been started, based on the policy priority of the country to further enhance its South-South cooperation and to play a more active role in the international community. Given such priority, strong upper-level leadership, participation and cooperation by various ministries and organizations, and commitment at all levels have been ensured. Many concrete examples of strong leadership and commitment are observed in these cases, including assignment of data collection task to TIKA with the Directive of the Prime Ministry as well as the collaboration among the relevant ministries and agencies in Mexico and Chile to create a new mechanism and rules for operating the Fund, overcoming constraints in the existing legal and institutional framework.
- iii) Broad participation and partnership: Participation and cooperation by not only government organizations but also broader stakeholders such as civil society and the private sector is a conspicuous aspect in the cases. For example, in Thailand, a task for the Strategic Framework was established with the participation of all the concerned ministries as well as private organizations, NGOs, and civil society organizations. In China, large local networks with both public and private institutions as well as networks with overseas institutions have been created as a part of efforts to strengthen technical capacity for South-South cooperation. The

partnership with wider stakeholders has helped to obtain broad support for the initiatives and has contributed to their successful achievement.

- iv) Capacity as an enabling factor and capacity development through the process: Capacity, especially that of key actors, has played an important role in successful achievement of the initiatives. In the case of Thailand, TICA's capacity as the coordinating organization has contributed much to the successful formulation of the Strategic Framework. In Turkey, TIKA's expertise as a specialized agency for ODA as well as the involvement of a team of experts has made it possible to move forward with improvement of the data collection mechanism. The case of the Mexico-Chile Joint Cooperation Fund also shows the capacity of both governments to carry out a political initiative for bilateral cooperation as an operational mechanism. In the case of China, CICETE's capacity to coordinate and network played an essential role, and UNDP support has helped enable CICETE to develop such capacity. At the same time, the cases indicate that the process of the initiatives itself has been a useful process of capacity development, especially including that of wider stakeholders.
- v) Step-by-step approach: The initiatives have been carried out by taking a step-by-step approach. For example, in Thailand, the formulation of the Strategic Framework has led to the formulation of Action Plans in core areas of cooperation to ensure application of the Framework. In Turkey, the scope of the data collection has been gradually expanded from ODA data only to data that includes private financial flows. The Mexico-Chile Joint Fund is currently operated under the framework set for the first three years, with a view to revision and improvement in the fourth year. This solid approach to gradually expanding initiatives based upon a longer-term perspective, while achieving short-term results to gain momentum, is another common aspect of the cases.

Case 1. Strategic Framework for Provision of Thai ODA

The Thai International Cooperation Programme (TICP) began in the 1960s when Thailand was still a large recipient of ODA. In 1992, after many years of providing technical assistance, training, and scholarships to other developing countries, Thailand became a donor of ODA with support from Japan and other OECD donors. By 1996, Thai ODA totaled 4,250 million Baht or 170 million dollars. This amount has increased up to 5,927 million Baht in 2001-2008. With a wealth of experiences gained as a recipient of ODA, and its impressive socio-economic development over the past four decades, Thailand is actively sharing with other developing countries its own knowledge of what it takes to rapidly reduce poverty, improve health and education, and face the challenges of environmentally sustainable development. Much of its ODA goes to its neighbours: Cambodia, Lao PDR, and Myanmar. In recent years, Thailand has also participated actively in other South-South cooperation arrangements beyond its neighbours and region. Currently, more than 50 countries in the Southern Hemisphere are beneficiaries of Thailand's technical cooperation under a variety of schemes.

The main government organizations involved in ODA are the Thai International Cooperation Agency (TICA) under the Ministry of Foreign Affairs, the Export-Import Bank of Thailand (EXIM Bank), and the Neighbouring Countries Economic Development Cooperation Agency (NEDA-public organization), based in the Ministry of Finance. TICA, NEDA, and 17 other line ministries provide grant ODA. With so many players in Thai ODA, a common framework for Thai ODA management is needed to ensure full collaborative pattern and synergy for Thai ODA provision. However, such a common framework did not exist until the Strategic Framework 2007-2011 was formulated.

In 2007, TICA took the lead to develop an overall 5-year Strategic Framework for Thai ODA, against the following background:

- Thailand is changing from a recipient country to an emerging donor. Under this new role, the country needs to have effective tools and systematic processes to ensure good results and impact of Thai ODA.
- There is increasing and diverse demand for Thai ODA. The strategic framework will guide and ensure that the limited ODA budget is effectively allocated among competing priorities.
- Coordination among Thai ODA providers as well as coordination with other donor countries has not been sufficiently effective in the past.
- Some Thai donor agencies lack a systematic approach in programme and budget planning, resulting in fragmented ODA services.
- ODA planning and management need to be more results oriented.

The Strategic Framework for Thai ODA is considered as good practice for ODA management for many reasons:

- i) It was developed through a genuinely participatory process. A task group made up of 15 members from concerned ministries, private organizations, NGOs, and civil society organizations was established to prepare the first draft. Several consultative workshops were held with concerned ministries, private organizations, and stakeholder representatives, at both policy and operational levels. The private sector was consulted, including the Thai Chamber of Commerce, the Federation of Thai Industries, and international foundations. The draft was then reviewed and approved by the Committee on Economic and Technical Cooperation Policy chaired by the Minister of Foreign Affairs, which includes the key line ministries involved in Thai ODA.
- ii) The Framework provides a clearer vision, direction, and strategies for ODA provision among various actors. It also reduces duplication or conflicts in ODA objectives/initiatives across different projects/programmes. With good action plans for each sector, the effectiveness of ODA implementation will improve.
- iii) The Framework incorporates and builds upon the key characteristics of Thai ODA over the years. These characteristics include: North-South-South and South-South patterns of cooperation; support for sub-regional and regional integration; activi-

ties that draw on Thai development experience; support for establishing Thailand as centre of expertise; provision of scholarships and training programmes; promotion of public-private sector cooperation ; and people- to- people patterns of ODA; promotion of international trade with partner countries, including tourism; and promotion of mutually beneficial Thai FDI in the partner countries. So, it serves as a good springboard for Thai ODA to ensure that Thai technical assistance will be provided through appropriate and well-proven channels.

- iv) To ensure the application of the Framework, TICA together with key line ministries have developed an 'ODA Provision Action Plan' in core areas, including agriculture, education, and health care. Although the action plan is developed initially from the supply side, further consultations will be held with ODA recipients to find a 'balance' or win-win matrix that responds to the priorities of the recipients while also complying with Thailand's ODA policies. In this regard, five sub-strategic plans have been developed as guidance for Thai ODA to Laos, Cambodia, Myanmar, Vietnam, and the sub-region. In the future, Thai ODA to its neighbours will adopt a programme-based approach to reduce fragmentation of the results of the assistance.
- v) Participating in the Framework formulation process has been an education for some ODA partners. NEDA, for example, has in the past followed a top-down and mainly Thai decision-making process in selecting projects for loans. The people in the partner countries have not had much of a role in this process. NEDA now wants to move to a more bottom-up process, with full involvement of the partner countries.

Factors contributing to TICA's success in developing this comprehensive framework include:

- i) TICA's long-standing role as ODA coordinating agency is well understood and accepted by all ODA partners/actors. Hence, there was a high level of collaboration and commitment not only in the formulation process of the framework but also in the follow-up actions to facilitate the adoption of the framework by various actors.
- ii) The enabling policy of the Thai government. When the Cabinet subsequently approved the Thailand Millennium Development Goals Report in 2004, it further committed Thailand to an ambitious development agenda, including a vision for Thailand's contribution to the global partnership for development, called for in the eighth MDG. Through its foreign policy of 'forward engagement', Thailand is seeking an effective way to reach out to other developing countries in support of human development and poverty reduction. Furthermore, it also continues to explore, with its partners, potential areas of cooperation. The development of the ODA strategic framework, therefore, is strongly supported by the government. It is seen as an essential tool to help Thailand move effectively from an ODA recipient to become a new donor country.
- iii) Taskforce and other reviewers /approval committee of the Framework have grounded experiences in ODA planning and implementation, either as the former recipients of technical assistances or officers in charge of ODA planning in line ministries/public organizations. Therefore, their contribution to the development of the Framework is solid and sound.

Strategic Framework for Thai ODA

Mission:

1. Promote good practices in technical cooperation.
2. Promote human resource and capacity development of individuals and institutions.
3. Further knowledge management in more efficient way.
4. Promote development cooperation as an important tool to accelerate economic, social and environmental development in the region and sub-region.
5. Jointly work under the partnership framework with major funding agencies to support developing countries

Objectives:

1. Support developing countries in reducing poverty by increasing their capabilities for sustainable development.
2. Strengthen cooperation at regional and sub-regional levels to boost social and economic development.
3. Extend partnership for development to enable Thailand to play a key role in the Asian region, and in Africa and Latin America
4. Promote Thailand as a center for development cooperation, with Thailand seen as providing best practices internationally in educating and training.

Targets:

1. Good relationship and strengthened ties with other countries.
2. Use of development cooperation to support trade and investment goals of Thailand and its development partners.
3. Promote economic, social and technical cooperation among Thailand and partners in the region and sub-region.
4. Promote greater exchange not just between governments, but also people to people

Strategies:

1. Promote Thailand as a center for international human resource development.
2. Promote high capacity of Thai experts, volunteers and institutes and internationalize them.
3. Promote the 'Sufficiency Economy' philosophy.
4. Promote proactive cooperation.
5. Promote Regional and Sub-regional Cooperation.
6. Extend Partnership for Development Cooperation.
7. Promote Public-Private sector cooperation and also cooperation with civil society.

Source: Thailand Official Assistance Report (TICA/UNDP 2009)

Case 2: China-UNDP Collaboration to Strengthen Institutional Framework and Technical Capacity for South-South Cooperation

China's reform and opening up policy have produced favorable impact on China's South-South cooperation programme. In recent years, China's South-South cooperation programme has expanded both in scope and in momentum. China views South-South cooperation as an important component of its foreign policy.

Institutional Framework

South-South cooperation in China is not coordinated by a single government ministry or a public institution; rather it is coordinated by several functional ministries of the government according to sectors. For instance, South-South cooperation in the field of agriculture is mainly coordinated by the Ministry of Agriculture (MOA), and South-South cooperation in technological field is coordinated by the Ministry of Science and Technology (MOST) and the dispatching of medical teams is coordinated by the Ministry of Health (MOH). While most government agencies engage in South-South cooperation work within its business area, three ministries are designated as focal points or playing a leading role in promoting South-South cooperation: the Ministry of Foreign Affairs (MOFA) - for policy issues; the Ministry of Science and Technology (MOST) - for scientific and technological cooperation; the Ministry of Commerce (MOFCOM) - for economic cooperation. Within MOFCOM, the Department of Foreign Aid is in charge of South-South cooperation training programmes. The China Centre for Economic and Technical Cooperation (CICETE), an institution under MOFCOM was designated by MOFCOM as the focal point for multilateral programmes. CICETE was among the first beneficiaries of UNDP programmes under the South-South cooperation framework. A host of CICETE veterans benefited from UNDP's training programmes on development work and had become outstanding SSC practitioners.

In the late 1990s, China's National Coordination Mechanism for South-South cooperation was established with UNDP support. CICETE assumed the coordinating role. Although the Mechanism has many defects due to reasons beyond CICETE's control, it did play a de-facto focal point role in promoting South-South cooperation in China. In December 2008 at the UN South-South Cooperation Day celebration, CICETE, as an institution, won the award for outstanding contribution to South-South cooperation.

UNDP supported the formulation of China's national South-South cooperation strategy under its umbrella programme. Although the paper produced was not submitted to the State Council, the message on South-South cooperation was clearly documented in the draft strategy and conveyed to the government through various channels (including high-level contact, involving working-level policy makers in brainstorming) and influenced government policy on South-South cooperation. It is not uncommon nowadays to hear statements by Chinese state leaders and senior government officials citing the concept and practice of South-South cooperation promoted by UNDP.

Technical capacity

Regional Centres: China, with UNDP support, established about 20 regional centres through the years in a variety of technical fields, such as small hydropower, solar en-

ergy, aquaculture, sericulture, biogas, acupuncture, primary health care, integrated rural development, etc. UNDP projects helped these institutions become ‘Centres of Excellence’ that are capable of transferring their appropriate technologies to other developing countries through South-South cooperation activities such as training, seminars and consultancy services via win-win cooperation.

Local networks: In recent years, establishing local networks and networking with other stakeholders has become a prominent feature of South-South cooperation programmes supported by UNDP. In China most of the training institutions have their own networks comprising upstream and downstream stakeholders. The more recent programmes regard the capacity to network with stakeholders as an important vehicle for achieving project success. For instance, the China Africa Business Council (CABC) project identified the China Society for Promotion of the Guangcai Programme (Guangcai) as the key implementing partner. Guangcai alone has a membership of 14,000 SMEs, mostly private enterprises. All China Federation of Industry and Commerce (ACFIC) has a nationwide membership of 1.74 million. Such networks boost China’s capacity for SSC.

National South-South Cooperation Network: In 1995, China established its national South-South Cooperation Network with UNDP support. The network has now increased to more than 13 member institutions dedicated to the course of South-South cooperation. These institutions shouldered most of the SSC training tasks assigned by the government. Some of them grew into pillar institutions and played a significant role in promoting South-South cooperation. More recent members include the China Africa Business Council (CABC), the Continental Bridge Vision, a mainstream journal serving Silk Road provinces and municipalities in China. These new members opened new horizons for SSC. Senior officials of UNDP participated in Network members’ activities and provided hands-on guidance or served as resource persons in these activities.

Public-Private Partnership (PPP): Since the late 1990s, UNDP has advocated for PPP in its programmes. This has augmented China’s capacity for South-South cooperation. Now PPP has become a major theme in many UNDP programmes. Private sector collaborators have been identified as key partners in the programme. For instance, the CABC project SMEs better engage in South-South cooperation with African countries. The South-South-GATE (SS-GATE) programme will facilitate exchange of technology, assets, services, and financial resources among the private sector, public sector, and civil society for the exclusive growth of Southern countries. Such programmes would produce far-reaching impact on the global South.

Regional programmes: UNDP has supported China’s participation in regional and sub-regional programmes where sharing of best practices takes place. Through the years of operation, UNDP supported China’s participation in most regional programmes in the Asia Pacific region as well as some of UNDP’s global programmes. Regional and sub-regional programmes enable China to reach out to more stakeholders and enhance China’s capacity to implement South-South cooperation activities.

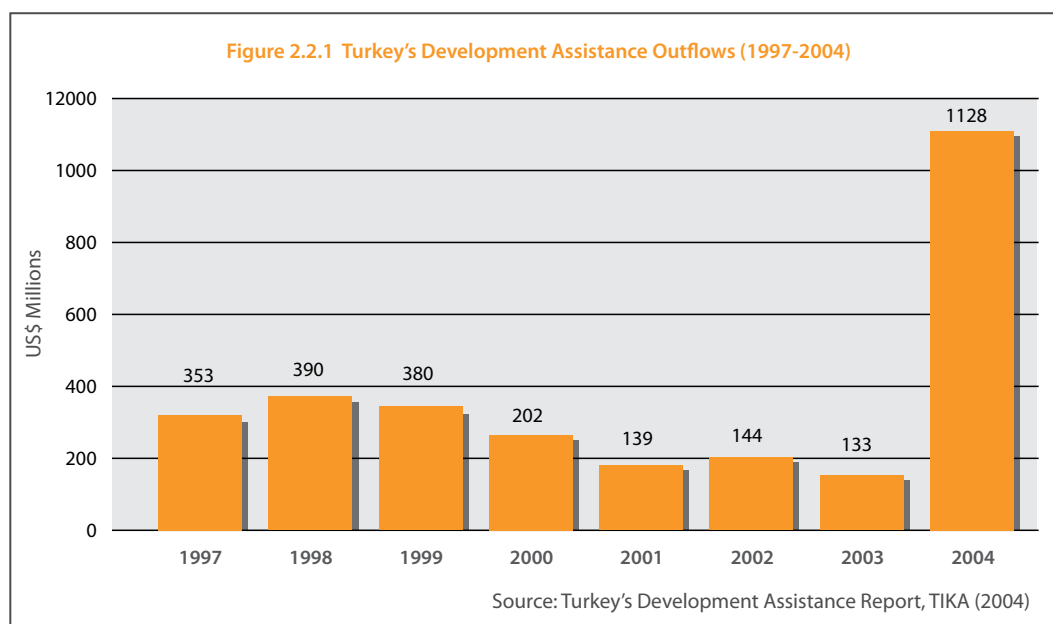
Triangular cooperation: This form of cooperation has not yet been accomplished at scale. The ‘Lighten up Africa’ programme claims to have made some breakthroughs in combining multilateral and bilateral programmes.

Case 3: Mechanism for collecting Turkey's development assistance data

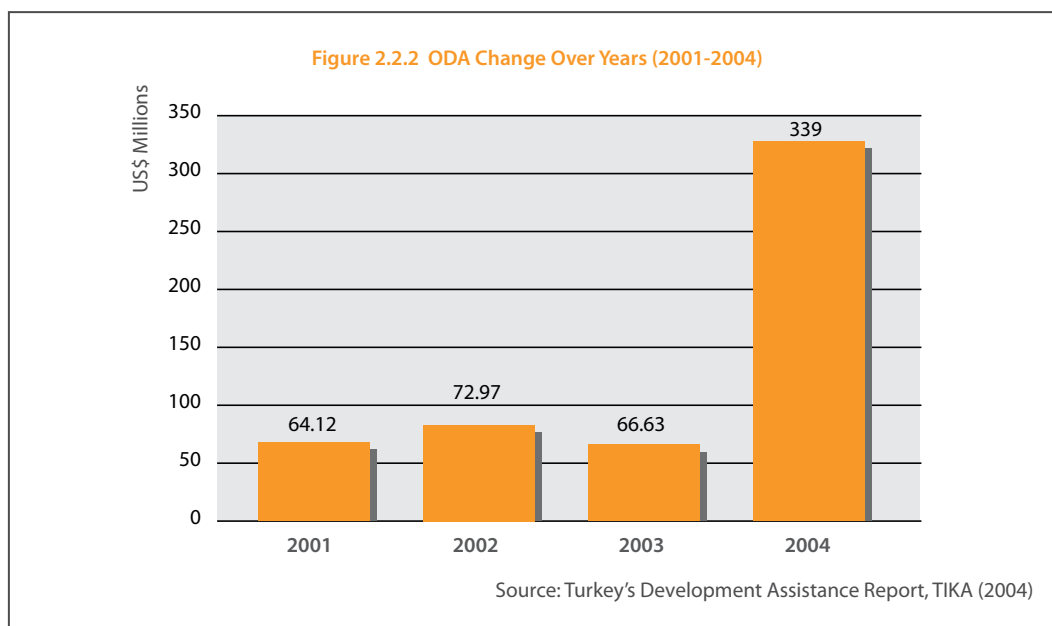
Turkey began providing ODA in 1985 as food aid. Since then, Turkey's ODA has continued and expanded into many fields. At the beginning of Turkey's South-South Cooperation programme in the 1980s, Turkey was an aid recipient and did not have a technical cooperation agency to deliver development assistance to other developing countries. Therefore, the programme was implemented by the State Planning Organization (SPO) as the government agency. During the implementation period of South-South cooperation programme, Turkey increased its capacity to deliver development aid. In 1992, the Turkish International Cooperation Agency (TIKA) was established. By 2004, Turkey was providing more official development assistance than it received.

The duty of keeping records on South-South cooperation was initially given to the SPO, which had also responsibility for recording incoming ODA. Between 1997 and 2003, ODA records were kept by State Statistical Institute (DIS), which was later re-named the Turkish Statistics Organisation (TÜİK). However, until 2005 there were serious failures in the recording and reporting mechanisms for ODA data, giving rise to annually reported ODA data that are much less than the actual amount. This was because the assistance provided by many organisations had never been reported to the SPO nor to DIS (TÜİK). This deficiency simply resulted in the underestimation of Turkey's actual ODA.

With the Directive of the Prime Ministry no. 2005/11, the task of collecting, recording, and reporting ODA data was assigned to TIKA. A team of experts was formed to conduct studies, with a closer examination of ODA made by each public-sector entity. Furthermore, an electronic data collection programme and an Assistance-in-Kind Budget Guide had been created to measure the actual value of development assistance. Thus, a significant portion of the assistance data was collected and the assistance-in-kind could be measured in line with international criteria. As a result, the total Turkish development assistance (external flows) showed a significant jump to USD 1,128 million for the year 2004.



Similarly, the ODA figures for 2004 also showed a significant increase, compared to the figures of the previous years, as a result of increased efforts to collect the ODA data in a more efficient and realistic manner in 2004 (see Figure 2.2.2). The main reasons for calculating the ODA at very low levels before 2004 were that complete data were not available on development assistance, projects, and programmes and particularly assistance-in-kind were not measured, international criteria were not applied in calculations, and that the matter was not viewed from the perspective of development assistance.



For the 2005 report, TIKa had made its electronic programme for data collection and report generation more advanced and functional, after holding a series of advisory meetings with the relevant agencies and institutions that provided development assistance, and got them to a common understanding in report generation. Furthermore, data collection work was started earlier in the year compared with previous reports, providing more time to work in detail.

Four new areas of development assistance activities were included in the 2006 report. These areas are briefly described below:

Private flows: Private flows, which had not been included in the previous years, were included in the 2006 Report. Following the consultations with the relevant government organizations, including the Central Bank of Turkey, it was decided that the latter would be the most appropriate source of such information. As a result of meetings held with officials from the Central Bank, a new programme was developed in order to obtain the required data online. Private flows were also verified through the collection of data from the embassies. In this way direct investments made by Turkish entrepreneurs to developing countries were included in the 2006 report.

Loan Structuring: A series of meetings were held with the relevant departments of the General Chief of Staff, Ministry of National Defense, Gendarmerie HQ and the representatives of the Coastal Guards in order to reach a consensus on the definition on Turkey's

peace-building activities, which play an important role within development assistance. Consequently, it was decided to include the peace-building activities in the report.

Expenses made for refugees: In 2006, the support provided to refugees was also included within the scope of the report for the first time.

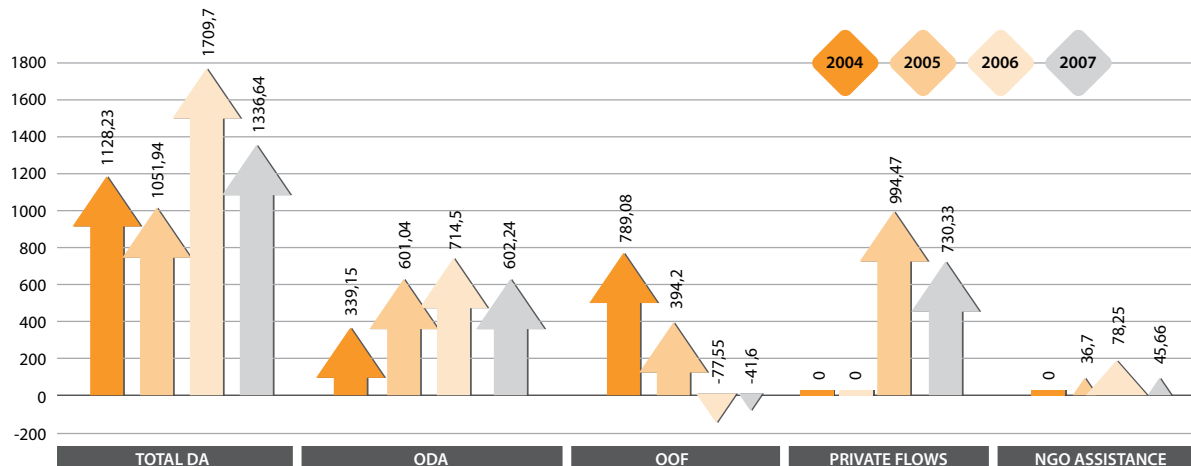
Analyses of contribution to the MDGs: Turkey's development assistance contributions to the achievement of the Millennium Development Goals, which form the fundamental framework of global development, were analyzed and included in the report.

In the preparation of the 2007 report, no new inclusions took place, except that the efforts were still devoted to include new entities, especially some of the civil society organizations, which had not previously reported their development assistance to TIKA. For this purpose, a series of meetings was held with public organizations and private entities, trainings were given by TIKA to the representatives of those organizations on how to fill in the forms, etc.

Finally, early in 2009, the possibility was made open to both the private- and public-sector entities to transmit their development assistance data on line, without having to wait the completion of the calendar year before forwarding these data.

Although it cannot yet be claimed that the development assistance data so collected can be regarded as fully complete, these data are approaching nearer to reality. Figure 2.2.3 provides a diagrammatic comparison of Turkey's total annual development assistance for the years 2004–2007.

Figure 2.2.3 Comparison of Turkey's development assistance between 2004-2007



Source: Turkey's Development Assistance Report, TIKA (2007)

Case 4: Mexico-Chile Horizontal South-South Cooperation: Creation of a Joint Cooperation Fund

Mexico's Constitution has international development cooperation as one of the principles of its foreign policy. Therefore, Mexico sees its international cooperation as a basic tool to promote its foreign relations. Mexico is increasingly evolving into a dual player in international cooperation for development, as both donor and recipient. The Mexican Government has recognized that offering cooperation to other developing countries is a powerful instrument to promote development through the creation and strengthen-

ing of technical capacities. Mexico is a true promoter of South-South cooperation (SSC). It recognizes that SSC can complement cooperation from traditional donors, enabling both the donor and the recipient country to better accomplish their own development goals. Mexico has also encouraged SSC as a means of showing its solidarity, especially with countries in Latin America and the Caribbean, and maintaining a high profile in its bilateral relations with the countries in the area.

In 2006, Mexico and Chile established a Strategic Association Agreement (SAA) that included not only political and commercial components, but also promoted international cooperation. The SAA was conceived by both countries as a mechanism for deepening the bilateral relationship through the exchange of technical assistance, enhanced dialogue, and projects that foster the development of technical capacities taking advantage of each one's comparative advantages.

For Mexico, a path-breaking feature of the SAA was the creation of a Cooperation Commission and a Joint Cooperation Fund, through which each country provides US\$ 1 million dollars during a 3-year period to finance bilateral cooperation projects. Since Mexico's Congress approved the SAA with Chile, the funds are earmarked each year to cover cooperation programmes under this scheme. The Fund can be used for projects that promote the exchange of experts and public officers, fellowships, technical assistance, short- and medium-term visits of technical experts, information and outreach, studies, training, and human resource development, as well as participation in the organization of technical meetings. The decision to establish the Fund reflects both countries' commitment to making South-South cooperation a permanent element on their bilateral agendas.

The first set of projects under the SSA using the Joint Fund was agreed to in 2008 by the Cooperation Commission with the final approval of the Ministers of Foreign Affairs from both countries; 16 projects related to education and culture as well as technical and scientific cooperation were approved. Among the projects approved in 2008 was 'Supporting Mexico's Judicial Criminal Reform System'.

Supporting Mexico's Judicial Criminal Reform System

In March 2008, Mexico's Congress approved a judicial reform that introduced public and oral trials. The reform replaces closed-door proceedings, in which judges only used written evidence, with open trials that feature arguments presented by prosecutors and defense lawyers. Given Chile's experience with its own judicial system reform undertaken in the 1990s, Mexico requested assistance in a cooperation programme that would allow transfer of Chile's experience to Mexican judiciary officers, including implementation of reforms to the criminal justice system.

The project aims to strengthen Mexico's modernization of its judiciary system, specifically in the realm of criminal justice and oral trials. The project was conceived as a means of developing professional capacities in judicial system management and modernization of criminal justice management through training offered by Chilean experts who had themselves participated in Chile's judicial reform. In Mexico, participating institutions include the Ministry of Public Security (SSP), the Supreme Court of Justice, the Ministry of the Interior (SEGOB), the Presidents of the Supreme Justice Tribunals of nine states, the Judicial Counselors, and the Magistrates.

The project has three stages:

- i) Learning about the Chilean experience. The Chilean experts responsible for that country's judicial reform offered a course to officers from the judiciary (Coahuila, Durango, Estado de México, Guanajuato, Oaxaca, Tabasco, Tamaulipas, Veracruz and Yucatan) about how Chile carried out its own reform, how it has been implemented, and progress made in the area of oral trials.
- ii) Chilean experts will visit eight Mexican states to continue the training on site.
- iii) Product delivery. Mexican officers responsible for oral trials will receive a package of material and information.

The project cost was about US\$ 500,000 and resources were allocated from the 2008 budget for the Joint Mexico-Chile Fund. The creation of a fund as part of the SAA has enabled Mexico and Chile to effectively engage in a bilateral cooperation agenda that aims at developing projects that help strengthen each other's technical capacities in areas in which one country has already reached a certain level of expertise. In order to allow the Fund to operate (i.e., allocate money coming from a joint Fund constituted with resources from both sides), both Mexico and Chile had to abide by their own legal and institutional framework, which does not provide for multiyear spending. In Mexico, a project implemented over several years needs previous approval from the Finance Ministry; without it, it is not possible to plan multiyear budgets for long-term projects. Moreover, the countries' respective regulations and norms do not consider the possibility of actually creating a joint fund. To overcome these legislative and administrative constraints, both countries agreed to establish a temporary mechanism that has been administered by the Chilean International Cooperation Agency (AGCI). Mexico has proposed that Chile operates the Fund through a trust fund in Mexico. The permanent Fund is still in the process of being defined but the money is already being spent.

Mexico and Chile had to establish operation rules for the temporary mechanism and the Fund. They agreed that projects that involve activities in Chile will follow the spending rules of the AGCI. For projects that involve activities in Mexico, it was necessary to create an ad hoc operational mechanism that required the approval of Mexico's Finance Ministry and the establishment of inter-institutional operation agreements between Mexico's Ministry of Foreign Affairs and each government agency or local government involved in a project. Such agreements were needed to define the responsibilities, operational conditions, and commitments established by each beneficiary in the use of financial resources.

It was decided that projects approved would not focus on a specific activity, but rather on programmes that could help guarantee sustainability and the ownership of the project by the government agencies responsible for its implementation. Likewise, projects funded would be those that have a high impact on the country's development agenda and both countries would jointly promote the visibility of the Cooperation Component of the SAA and of each project funded with its resources. These criteria were used to fund the judicial system reform project.

3. COMPARATIVE ADVANTAGES

South-South cooperation is said to be effective from such perspectives as knowledge sharing among Southern countries in a similar economic, social, and/or cultural context; availability of practical know-how and technology suitable for beneficiary countries; cost effectiveness and so on. How do these generally-mentioned comparative advantages of South-South cooperation work in actual practice? Also, how does a country identify its specific comparative advantages for South-South cooperation and mobilize country resources available and capable for South-South cooperation? This chapter addresses these issues based upon the survey responses from both pivotal and beneficiary countries and the cases collected from the field.

3.1 CURRENT SITUATION

Country Views on Comparative Advantages

How do the pivotal countries perceive their own comparative advantages in South-South cooperation? How do the beneficiary countries perceive the comparative advantage of South-South cooperation to their countries? Figure 3.1.1 and 3.1.2 present the response from both sets of countries. As the figures show, both pivotal and beneficiary countries attach high importance to the pivotal countries' own development experience, their technical capacity; and availability of practical know-how suitable for beneficiary countries. Cost effectiveness follows these. As for cost effectiveness, both countries pointed out that South-South cooperation is economical as well as effective. Geographical proximity and lower costs for personnel and goods contribute to this. Lower personnel costs are partly related to the fact that many experts involved in the cooperation are pivotal countries' public servants, whose salaries are paid by their own organizations.

The same figures indicate that countries consider similarity of social situation and cultural background to be of lesser importance. This may reflect the fact that inter-regional cooperation has been increasing these days. In fact, the responses from the pivotal countries on the regional distribution of South-South cooperation show that all of the countries provide cooperation to multiple regions, although a country's home region is commonly the major target of the cooperation. For example, Asian countries, such as Malaysia, Indonesia, China, and Korea, allocate a substantial percentage of cooperation to Africa, ranging from more than 30 percent in Malaysia to 15–16 percent in Indonesia and Korea. They also provide their cooperation to other regions, such as Latin America and Europe and the CIS. Countries such as Argentina, Colombia, Mexico, and Turkey also

provide their cooperation to Africa, though the percentage is around 1 percent for Argentina and Colombia, 6 percent for Turkey, and about 10 percent for Mexico. These countries focus more on intra-regional cooperation.

Pivotal and beneficiary countries differ in their responses concerning language. Half of the pivotal countries consider the use of the same language to be a comparative advantage. Spanish- and French-speaking countries tend to view language as a comparative advantage more than other pivotal countries, such as Egypt, Turkey, and the pivotal countries in Asia. As for beneficiary countries, the survey responses show that all of them consider the use of the same language to be comparative advantage. This may be because the respondents were Spanish- and French-speaking countries.

Figure 3.1.1 Pivotal Countries' View on Comparative Advantages of its South-South Cooperation (SSC)

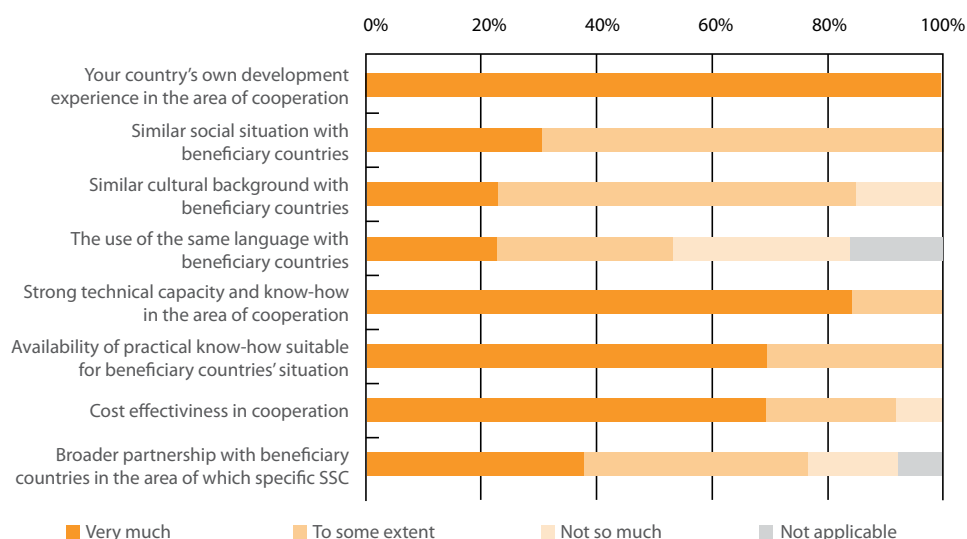
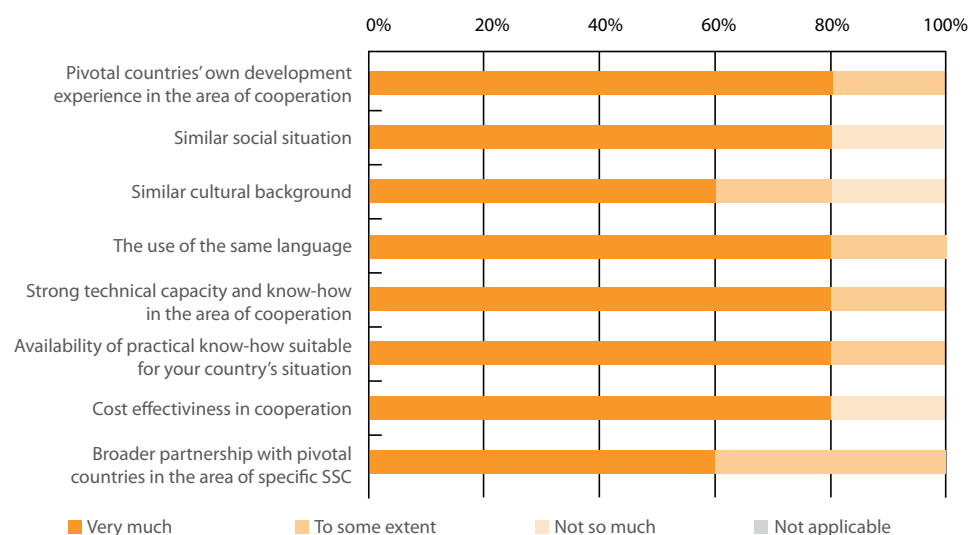


Figure 3.1.2 Beneficiary Countries' View on Comparative Advantages of South-South Cooperation (SSC) Received



In response to the question on country experience in overcoming language barriers, both pivotal and beneficiary countries listed the selection of bilingual experts and use of a simultaneous interpreter. They also mentioned demonstration work, especially in areas such as agriculture. Pivotal country organizations with a wider network of country offices further referred to the support provided by the country-office local staff.

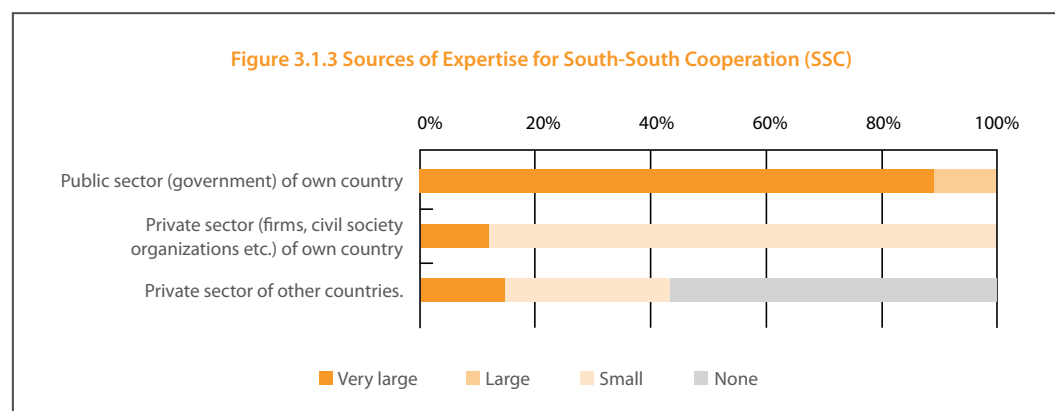
Identification of Comparative Advantages

How do pivotal countries identify specific areas in which they have comparative advantages? Survey responses from the pivotal countries indicate that comparative advantages are broadly identified in the following three ways:

- i) Consultations with national organizations: In many countries, the coordinating organization maintains close contact with national organizations and identifies specific areas with comparative advantages by making use of the latter's knowledge. In some cases, a survey is conducted to identify the areas by covering wider organizations.
- ii) Consultations with beneficiary countries: Joint meetings with other developing countries also provide a good chance for a pivotal country to define comparative advantages and competitive areas in which the country can offer cooperation.
- iii) Support from donor and international organizations: Donor and international organizations also help a pivotal country to identify specific areas with comparative advantages. This is usually done in a way to help match-making between a country with comparative advantages in a specific area and a country needing cooperation in the same area. Also, such match-making is often made in a way to expand the fruits of donor cooperation to other developing countries, by supporting former recipients of donor cooperation to become a provider of South-South cooperation.

Mobilization of Country Resources

Figure 3.1.3 shows the survey results on the current sources of expertise (experts and implementing organizations) for South-South cooperation. As the figure indicates, the public sector, such as the ministries and other public organizations, constitutes a major source of expertise for South-South cooperation. This can be explained by the fact that a large part of South-South cooperation is conducted in a way to share these organizations' experience and knowledge, acquired through the development of their own country, with the equivalent organizations and personnel in beneficiary countries.



The survey results also show that many of these organizations have received previous support from donor and international organizations to strengthen their organizational and technical capacity. In Malaysia and Colombia, for example, such organizations account for 20 and 25 percent of the implementing organizations respectively. In Turkey, they account for almost 90 percent. Organizational and technical capacity strengthening helps these organizations to play an active role in South-South cooperation. Moreover, donor and international organizations also support these organizations to become providers of South-South cooperation, through triangular cooperation arrangements. Half of the above-mentioned organizations in Malaysia and one third of those in Turkey and Colombia have received this.

To draw a wide range of available and capable local resources for South-South cooperation, the coordinating organization of each pivotal countries makes close contact with various public organizations. Further, to strengthen a mechanism to mobilize local resources, TIKa is currently working with UNDP to establish a talent bank of Turkish experts, making use of UNDP's existing WIDE (Web of Information for Development) roster platform.

While the public sector occupies a significant position as a source of expertise in South-South cooperation, mobilization of private-sector resources is increasingly recognized as important for strengthening country capacity for providing South-South cooperation, especially given growing and diversifying needs. As such, the above-mentioned TIKa talent bank is to roster experts from the private sector as well as the public sector. Also, in Malaysia, to mobilize private-sector resources for South-South cooperation, the government works closely with organizations such as the Malaysian South-South Association (MASSA) and the Malaysian South-South Corporation (MASSCORP), which have been set up by the private sector for South-South cooperation. The experience and expertise of the Malaysian private sector are mobilized in the MTCP and other South-South cooperation projects under the umbrella of these organizations.

Partnering with Other Pivotal Countries

Partnering with other developing countries allows them to complement each other based upon comparative advantages of respective countries. Such partnering is, from various perspectives, beneficial to the countries receiving South-South cooperation. The survey asked pivotal countries about experiences in partnering with other pivotal countries in providing South-South cooperation and beneficiary countries in receiving such cooperation. While many pivotal countries show increasing awareness of the benefits of partnering, actual experience is still limited. The existing examples include: Japan-ASEAN Rural Development and Resettlement Project in Cambodia, in which four ASEAN countries (Indonesia, Malaysia, Philippines, and Thailand) partnered and sent their experts to Cambodia; the IBSA Dialogue Forum (Case 9 in the following section); the Mexico-Chile Joint Cooperation Fund (Case 4 in the previous chapter); cooperation between Argentina and Brazil under the Pro-Huerta project (Case 3 in this chapter); and the partnering of Kenya with the Philippines and Malaysia for the trainers' training under the SMASE-WECSA project. The responses from beneficiary countries show that they have also limited experience with partnering, although there is an example of joint-financing by Nigeria and Libya in a health-sector project in Niger.

These examples show partnering occurs among three or more countries as well as two-country arrangements. The former is often made under a broader framework such as a regional/sub-regional or interregional cooperation framework like the first two examples (e.g., ASEAN and IBSA); and this indicates that partnering helps to promote such regional/sub-regional or interregional cooperation. The examples also show that partnering helps not only complementary combination of comparative advantages but also scaling up of cooperation through joint inputs.

Despite these benefits, partnering in practice is still limited. This may be explained by necessary transaction costs for partnering arrangements as well as constraints in identifying partners. Given such necessary transaction costs, partnering requires much willingness and commitment of the parties involved. This may explain why the existing examples as above mostly involve in the project, which represents South-South cooperation of the pivotal countries and important politically and diplomatically. As for identification of the partners, existing examples show that, while partnering is mostly made based on existing close relationship between the concerned countries, there are cases in which donor and international organization have played an supportive role. For example, partnering among ASEAN in the Rural Development and Resettlement Project in Cambodia as well as one between Kenya and Philippines/Malaysia under the SMASE-WECSA was facilitated by Japan, which has supported both projects under triangular cooperation.

3.2 GOOD PRACTICE CASES

This section presents nine cases in which comparative advantages are effectively used. Naturally, effective use of comparative advantages is also seen in other cases in this report. The cases in this section are selected to highlight how various comparative advantages as mentioned in the previous section contribute to effective cooperation.

The first two cases, Kollo Project (Tunisia-Niger) and the Ta-Prohm Restpration Project (India-Cambodia), are good examples that show how similar social and cultural background have helped effective cooperation. On the other hand, the third case, Pro-Huerta Project (Argentina-Haiti), shows an example of the cooperation between countries with different culture and language, where cultural and language barriers have been successfully overcome. The next three cases, - Pan-African E-Network Project (India-African countries), 'Lighten up Africa' Project (China-African countries), and PROMESSA Project (Argentina-Peru), demonstrate good examples in which pivotal countries' technical capacity has played an essential role. The Pan-African E-Network Project and 'Lighten up Africa' Project are also cases in which technical cooperation has been combined with infrastructure development, one of the areas in which pivotal countries have comparative advantages.

Although the use of different comparative advantages is highlighted in the above cases, there are several aspects shared in common, which are considered to be key factors for successful achievement.

- i) Pivotal countries have experience in successfully tackling development challenges in respective areas of cooperation; and this experience meets the needs of beneficiary countries.
- ii) Pivotal countries are willing to share their experience and actively mobilize their country resources for the projects, with collaboration among various national organizations.
- iii) The projects have been demand-driven, with active participation by beneficiary countries based upon their ownership and commitment as well as pivotal countries' approach to facilitate the participation. Such participation has enabled pivotal countries' experience and expertise to be effectively utilized in a way that meets beneficiary countries' real needs and is adapted to their specific situation, thus ensuring sustainability and achievement of the cooperation.

Cases 1, 3, 5, and 6 also show that donor and international organizations promote South-South cooperation by supporting technical capacity development of pivotal countries, helping match-making between a beneficiary country who has experience and expertise and a beneficiary country who has a cooperation need, and providing assistance that complements and/or scales up.

While the above cases involve South-South cooperation from the countries with more advanced levels of development, the seventh case, Centre Songhai, gives an example of South-South cooperation between countries at a similar level of development (Benin-Zambia). As this case demonstrates, comparative advantages does not necessarily mean

advanced level of experience, as Southern countries can learn a lot from other countries at a similar level of development. The good practice cases collected for this study include a few such cases, including the Centre Songhai case.

The eighth case (Brazilian practical know-how in Fome Zero) also treats practical know-how as a comparative advantage of South-South cooperation. Although Brazil is known for its advanced experience and technology, this case focuses on low-cost, practical solutions available in Brazil because of a diversity of development within the country. The case indicates that even a country like Brazil, with an advanced level of experience, still shares similar development challenges with less advanced countries and that this makes practical know-how available for cooperation.

Finally, the ninth case, the IBSA Dialogue Forum, is an example of partnering among pivotal countries. In this case, development assistance to other developing countries has been provided under the IBSA Fund as a part of a broader cooperation framework among India, Brazil, and South Africa. The case shows that joint efforts help to promote and scale up South-South cooperation as well as making the cooperation a high profile one. It also shows that political leadership plays an important role for such partnering.

Case1. Kollo Project (Tunisia-Niger-France)

Niger is one of the poorest countries in the world, with a life expectancy of 47 years. In 1999 the reproductive health and family planning (RH/FP) indicators in the district of Kollo showed serious deficiencies. Some critical aspects were very low health coverage, high fertility rates, and only 1.5 percent contraception prevalence rate. To improve the RH/FP effectiveness, the Nigerien government entered into a South-South and triangular cooperation agreement with Tunisia and the French government. The objectives of the project were to: strengthen the capacity of district health services; improve access of population to RH/FP services using mobile teams; improve awareness campaigns for populations; and initiate an advocacy campaign targeting decision-makers.

The project was implemented from 2001 to 2004. A Tunisian RH expert and a staff member of the ONFP (governmental institution under the authority of the Nigerien Ministry of Public Health responsible for the RH programme) was entrusted with implementation of the project on a full-time basis.

The expert set up a new strategy and a new approach in service provision, IEC (Information-Education-Communication), and management of activities:

- i) Strengthening services through upgrading of equipment and the competence of the personnel, support was also provided for itinerant consultations which included vaccinations and family planning.
- ii) To bring the services closer to the populations, a network of four mobile teams was set up to cater for the areas beyond the 15 km radius. Each team comprised a midwife, a communicator and appropriate equipment.
- iii) Personalized education was brought closer to the different targets (women of reproductive age, men, the youth, traditional midwives, community health agents,

school directors, teachers, decision makers on a central and decentralized level) and was intensified and re-oriented to modifying the approach of the service providers who the difficult task of addressing reproductive health needs yet, lacking the necessary knowledge.

- iv) Maintaining religious proximity to combat impediments of a religious nature.

The project was a great success with results far surpassing the desired targets. The project achieved the following increases: 47.7 percent in prenatal consultations; 21 percent in contraception prevalence & 8.5 percent in postnatal consultations. 100 percent of the health workers were trained and equipped and 60 percent of the population retained a good knowledge of RH and FP.

Contributing factors included:

- i) Tunisia experienced conditions in the 1960-1970's similar to those of present-day Niger, and had the same socio-demographic indicators. Thus, the technical assistance was based on the experienced country's reality.
- ii) The application of lessons learnt from a similar experience in Tunisia led in turn to perfect complementarities between the services provided by Tunisia and the needs to be addressed in the Kollo district. By applying the tried-and-tested model of 'mobile clinics', designating technical experts coming from similar rural working conditions, involving the community from the early stage, and incorporating religious and cultural leaders fully into the program, the project made full use of its South-South comparative advantage.
- iii) Another exemplary aspect of the project was the scaling up of the cooperation to other regions, and the adoption, by the country, of a population policy that was in line with the national plan for reproductive health.
- iv) The personnel involved throughout the project were motivated, enthusiastic and 'owned' the project and this contributed greatly to its success.
- v) The project also mobilized other sponsors; UNICEF in particular supported the project through male nurses to carry out vaccinations, extending an opportunity for increased national ownership.

The Ministry of Health of Niger integrated the strategy of mobile units into the National Health Development Plan 2006-2009 as it proved very effective in providing services for excluded populations. All bilateral development partners of Niger decided to financially and technically support its national RH/FP programme. The Kollo project has been used as an advocacy tool and succeeded in bringing additional funds for the National Development Health Plan 2006-2009.

The experience of the Kollo project has already been replicated in Chad and Mauritania, which have initiated a mobile strategy programme for RH/FP service delivery, with financial support from the World Bank and the Spanish Cooperation Agency. In both cases, the technical assistance was provided by the Tunisian Board of Family Planning.

Case 2. Ta Prohm Restoration Project (India-Cambodia)

Cambodia is the home of Angkor Wat, the world's largest ancient temple complex. It is also home to hundreds of other temples throughout the country. The quantity is staggering. Having been abandoned to the elements for hundreds of years, the need for repair and reinforcement is a major priority; however, the job is too big for any one or even many countries to undertake.

Through the Archeological Survey of India (ASI), beginning in 1986 India was one of the first countries to re-start work on the temples after the Cambodian civil war. Because of the vast size of the restoration project, the various temples were divided up on a country-by-country basis. Eventually the government of Cambodia created the Apsara Authority (Apsaras are heavenly female deities carved in stone on many walls of Angkor Wat) to oversee the temples and the restoration work on the temples. Because of India's stature in the region, in archeological restoration, and in technical cooperation, it was given responsibility for restoration work on the largest and most magnificent of the temples, Angkor Wat itself.

Since 2003 the ASI has been working on the temple of Ta Prohm. Work is expected to continue until 2014. This work is done in coordination with the Apsara Authority and includes training Cambodian scholars in archeological restoration. Under India's ITEC assistance program, over 550 Cambodian nationals have been trained in various capacities.

Good practices of this case include:

- i) The project is demand-driven, based on the needs of the government of Cambodia and the Apsara Authority.
- ii) It exists in an institutional and policy framework now under the Apsara Authority to protect and preserve Cambodia's heritage sites and to promote tourism and economic development.
- iii) It is also a result of comparative advantage because of the many countries who would like to work on the temples and India's long association with the temples dating to before the war. There is also an association between India and Cambodia and their temple building in terms of history, style, and technique.
- iv) The sustainability of this project is undeniable, as the government of India started with Angkor Wat before the war and restarted their commitment in 1986. The Ta Prohm project was begun in 2003 and will continue until at least 2014.

Case 3. Pro-Huerta Project (Argentina-Haiti)

Argentina provides technical cooperation through the Argentine Fund for Horizontal Cooperation (FO-AR) since 1992. At the beginning, the Fund worked in the neighbouring countries; its cooperation has now spread throughout Central and Latin America and to countries in other regions, such as Africa. Within the region, priority countries include Bolivia, Paraguay, and Haiti.

The Pro-Huerta project in Haiti started in 2005. It aimed at increasing production of fresh food for the Haitian people. Under the FO-AR, the project was implemented by the Argentina National Agricultural Technology Institute (INTA).

The project is based on experience with a similar programme in Argentina spanning over 16 years. The programme in Argentina promotes a more varied and balanced diet consisting of foods produced by target populations (urban or rural populations) who do not have a healthy diet because of their social circumstances. The diet includes fresh foods produced in the organic gardens and farms of families, schools, communities, and institutions. Training courses in organic vegetable production have been conducted in families, schools, the community, and institutions; demonstration gardens have been built; seeds have been delivered; and ongoing technical assistance has been provided. The programme not only provides fresh food, but also aims to increase employment opportunities and to provide opportunities to generate extra household income from the sale of surplus self-production, thus contributing to social inclusion. The success of Pro-Huerta in Argentina has allowed the opening across the country of more than 600,000 home gardens, 7,000 school gardens, and 8,000 community gardens that help to improve the quality and variety of nutrition for more than 3.5 million people.

The Pro-Huerta project has proved to be an effective, social, and affordable solution to the serious food problems in Haiti, providing increased food security for many people. Besides the nutritional value of the produce of the vegetable gardens, families have saved money on the purchase of vegetables, incorporated new varieties into their diets, and derives income from the sale of surplus production. This has helped to improve their economic status. Enabling the beneficiaries (urban or rural) to gain access to a more diversified and balanced diet through the production of fresh food has helped to create conditions for citizenship. Passing through a process as causal chain, links to good practice allowed changes in procedures, knowledge, and attitudes toward a social model that caters especially to people living in poverty, women, and other marginalized groups.

Several factors contributed to these successful results:

- i) The project was framed in the concept of food security; as defined by INTA, this concept has as its cornerstone progressive training, joint involvement, and systematic support of the actions in the field. Active participation of volunteers (known as 'promoters') and networks of civil society organizations are strategic operating guidelines.
- ii) The process of adapting the programme to the Haitian context was guided by a coordinator, of Haitian nationality, able to communicate in Spanish, French, and Creole, who was hired and trained for the purpose. He was in charge of conducting and supervising the activities of the local technical assistants and over 500 volunteer outreach workers in 20 locations in various regions of the country.
- iii) The Argentine experts were selected on the basis of their cultural sensitivity and knowledge of appropriate technologies. Manuals and training materials were prepared in Creole. While the establishment of the project has been led by Argentine experts, the execution was put in the hands of Haitian experts. This seems to be another key factor to secure the ownership of the project.

- iv) Much of the success was also due to the fact that the Ministry of Agriculture of Haiti has formed a strong and extended community network, which provided a solid basis for project activities. This required coordination at the level of departmental directorates and organizations, such as schools, orphanages, training centres, farmer associations, women's associations, professional centres, Catholic parishes and congregations, and Baptist and evangelical churches, along with neighbours that showed leadership skills.

After two years of activities, to strengthen the support to Haiti, the project was expanded under triangular cooperation with Spain, Brazil, the National Democratic Institute (NDI), the International Fund for Agricultural Development (IFAD), and the Canadian Agency for International Development.

Case 4. Pan African E-Network Project (India-53 African Union Countries)

Project

The Pan African E-Network is a joint project of India and the African Union. Its basic objective is to help Africa in capacity building by way of imparting quality education to students, through the best Indian universities and educational institutions, as well as to provide tele-medicine services by way of online medical consultations between African medical practitioners and Indian medical specialists in various disciplines. The project also covers Continuing Medical Education (VME) for practicing doctors and paramedical staff, with a view to updating and enhancing their knowledge and skills. The current total cost is about US\$ 130 million, which will be a grant from the Government of India. The project budget covers all the expenses, software and hardware, for establishment of a satellite hub. Learning centres, tele-medicine centres, VVIP linkage, training and capacity building, technical support and operation and maintenance (O&M) for 5- year period.

The idea for the project was presented by the Indian President at the 2004 Pan African Parliament and was instantly acclaimed and accepted by the African Parliamentarians. It was then translated into a plan of action through close consultations between India and the African Union, including the visit of an Indian delegation to the headquarters of the African Union Commission as well as of the African Union Commission to India. The project implementation agreement was signed in 2005 between the Government of India and the African Union Commission.

Under the project, India is to provide a VSAT based system linking African countries to seven Indian universities and twelve Indian hospitals, which are top-graded institutions with high reputation in their respective areas.¹ The universities will provide tele-education in post-graduate, undergraduate, certificate, and diploma courses selected

¹ The seven universities are the: Indian Institute of Science, Indira Gandhi National Open University (IGNOU), Amity University, Indian Institute of Technology, Birla Institute of Technology and Science, University of Delhi, and University of Chennai. The 12 hospitals are the: All India Institute of Medical Sciences (AIIMS), Apollo Hospital, CARE Hospital, Hyderabad Narayana Hrudayalaya Institute of Medical Science, Amrita Institute of Medical Sciences and Research Centre, Fortis Hospital, King Edward Memorial Hospital (KEM), Manipal Hospital, Escorts Hearts Institute and Research Centre Limited, Sri Ramachandra Medical College & Research Institute, Mool Chand Khairati Ram Hospital, Santosh Medical College and Hospital.

by the African Union. Some 10,000 African students will be imparted education in the agreed courses. The hospitals are to provide online medical consultation for one hour per country per day over the 5-year period. The Telecommunication Consultants India Limited (TCIL), a Government of India enterprise, is designated as the implementing agency from the Indian side. TCIL will organize training programmes at the regional centres in Africa to familiarize their IT and paramedical staff who are required to operate the equipment/network on a day-to-day basis. The training will cover the concepts, system architecture and operating procedures with respect to the network elements installed in the African countries.

Each African country joining the project would designate an implementing agency. It would also choose a nodal e-learning centre and a nodal hospital, which would become the focal points for the implementation of the project in each of those countries. The network will consist of 5 regional universities, 53 learning centres, 5 regional Super Specialty Hospital (SSHs), and 53 remote hospitals in all African countries. The hospitals and learning centres would be provided with all equipment to have live consultations for tele-medicine purpose and live classes for tele-education. The project also envisages VVIP network linking all the Heads of States of 53 countries.

Regional Approach

In the framework of the project it was also decided that there would be a regional level of interaction where 5 regional hospitals and 5 regional universities would be identified for undertaking a more coordinating role among the national learning centres and hospitals. While Africa has a large number of regional economic communities, it is broadly divided into 5 regions and India and the African Union decided to implement the project keeping in view the 5 geographical regions rather than any existing regional economic groupings which often have overlapping memberships.

The difference in these 5 regional universities is that besides having the same equipment and facilities as a national learning centre, they would also have a studio where classes could be held parallel to the Indian institutions involved for learning in the same regional centre. Thus, while a class should be conducted from the Indira Gandhi National Open University for national learning centres, the regional universities would also be equipped to provide similar classes either on established content or on their own regional curricula. Similarly, the regional hospitals would be equipped with a consultative mechanism similar to those existing in Indian institutions so that they could be an alternative source of tele-consultations for national hospitals. Through this project, it is possible to provide specialized and localized classes and medical consultations through important regional learning and medical centres for the benefit of those regions. For instance, a particular disease prevalent in a region could perhaps be better tackled through local consultations among these centres through the regional super-specialty hospital which will also assist them to build their capacities according to local needs.

Similarly, local content could be added to courses through regional learning centres which could even provide their own courses for universities in their region. The important point is that through a VSAT based system, connecting the whole continent and at least countries who have signed up in the first phase will provide access through these

regional centres to any country in Africa wishing to address it. The physical boundaries of regions would not constrain the operation of the e-Network Project.

A tele-medicine facility at the African Union Medical Centre in Addis Ababa was also considered for implementation as that would substantially upgrade the medical consultation available at the clinic for the African Union Commission staff, and for visiting dignitaries at the many conferences which are held at the headquarters of the African Union Commission.

It was decided to set up a Regional Educational Hub jointly with the Kwame Nkrumah University of Science and Technology (KNUST) and the University of Ghana. Subsequently a joint bid by the Rep. of Congo to host the regional hospital for Central Africa at Brazzaville Hospital, and by Cameroon for the regional university of this region at Yaounde University and evaluated and nominated as the regional centres for Central Africa. The Steering Committee also selected the Makerere University in Uganda as the regional university for East Africa and the Ibadan Teaching Hospital in Nigeria as the regional hospital for West Africa.

Management of the Project

Under an agreement between India and the African Union, it was decided to establish a Steering Committee co-chaired by the AU Commissioner for Infrastructure and Energy and the Indian Representative to the African Union, who is also the Indian Ambassador to Ethiopia resident in Addis Ababa. Five meetings of the Steering Committee have so far been held. These Steering Committee meetings have greatly helped in clarifying the ambit of the project to a large number of interlocutors which the African Union has included in the Steering Committee. These have included regional institutions and technical organizations like the African Telecommunications Union, the satellite implementing agency RASCOM (Regional African Satellite Communication Organisation), the African Virtual University, Pan-African Postal Union, International Telecommunications Union, NEPAD, e-Africa Commission, Economic Commission for Africa of the United Nations and regional offices of UN agencies like WHO. This allowed a wide variety of ideas to come into the development of the project in its implementation stage. While India was introducing the project based on its own successful tele-education and tele-medicine efforts in India, the Steering Committee provided an occasion to localize the ideas into an African context and also bring into account the diversity within Africa and its regions. For instance, the aspect of linguistic curricula, particularly pertaining to Francophone Africa was a clear input. At the same time, the higher existing development of similar services particularly for tele-education in Southern Africa was another important input.

During the Steering Committee meetings an initial effort was made to decide on where the satellite hub for Africa would be located, from where the link up to international satellites would take place. It was ultimately decided by a technical committee that only those countries of Africa could express interest in hosting the satellite hub station that were not landlocked and had an international marine landing point. Then the final decision was made to locate the satellite hub in Senegal. Thus, the first Hub Earth Station is in operation in Dakar since September 2008 which is a 'major step because it marks the commencement of the project'. This station is now connected to the India data centre

of TCIL which in turn is now hooked up with 12 specialty hospitals and 7 universities in India, and 5 universities and at least 5 hospitals in Africa.

The Pilot Project

The pilot project of the Pan-African e-Network Project was undertaken in Ethiopia on the basis of a bilateral agreement to test the technology in local conditions and adapts it to local use. This has been a great learning process and the successful launch of the tele-education and tele-medicine facilities in Addis Ababa in July, 2007.

At present MBA classes organized by IGNOU are being conducted for 34 students at two learning centres in Ethiopia at Addis Ababa University and Harmaya University. The students have found this extremely satisfying and the Ethiopian Government is choosing to train teachers for their post-graduation expansion programme in the new universities.

Similarly, the tele-medicine consultations have been ongoing in the fields of pediatric cardiology, adult cardiology, neurology, and radiology, while pathology and dermatology are to be introduced soon at the request of Black Lion Hospital through the CARE Hospital, Hyderabad. A similar facility has been created at Nekempt Hospital, about 400 km from Addis Ababa, where their internal consultation with Black Lion are operational and the technical links to CARE hospital have also been established. Doctors at Black Lion Hospital have used the link with the Indian doctors more than 100 times to discuss critical medical cases. The successful completion of the pilot project, through intensive efforts by both the Indian and Ethiopia sides to adapt this new technology and its technical requirements into local conditions, has been a matter of immense satisfaction as well as a matter of learning.

Heads of States Network

The VVIP network is being set up to provide Video-Conferencing, Voice over IP and Internet service facilities to all the Presidents of the 53 African Union Member States. This will enable real-time consultation among the African Presidents. Every President will be provided with a VSAT terminal that connects to the Pan-African hub. The VSAT will be interfaced with a multimedia computer, a video-conference system and a VOIP phone. The VVIP network will use VPN security and will provide the required security for such a sensitive network.

Present Status

Some 33 countries² have already signed up to be part of the project. Already covered in the first phase (i.e., learning centres for tele-education and consultation for patient care in tele-medicine) are 12 countries, including Ghana, Nigeria, Ethiopia, Rwanda, Senegal, Mauritius, Seychelles, Benin, the Gambia, Gabon, Burkina Faso, and Uganda. Eight more countries are being covered at present and an additional 13 countries will be covered in the next phase. India has been closely working with the AU for a long time and this project is the largest project launched by the Government of India.

² Benin, Botswana, Burkina Faso, Burundi, Cameroon, Comoros, Congo, Cote d'Ivoire, Democratic Republic of Congo, Djibouti, Egypt, Ethiopia, Gabon, Gambia, Ghana, Guinea, Malawi, Mauritius, Mozambique, Niger, Nigeria, Rwanda, Senegal, Seychelles, Sierra Leone, Somalia, Sudan, Tanzania, Togo, Uganda, Zambia, Zimbabwe, Eritrea

Case 5. 'Lighten up Africa' Project (China-10 African countries-UNIDO)

A project proposal entitled 'Lighten up Africa' was drafted jointly by the China International Centre for Economic and Technical Cooperation (CICETE) under the Ministry of Commerce (MOFCOM) and the International Centre for Small Hydro Power (IC-SHP), a member institution of the China South-South Cooperation Network, through many rounds of consultation with United Nations Industrial Development Organization (UNIDO) and concerned African country governments.

The proposal includes two sets of activities: a) to set up 100 mini-hydropower stations in remote rural areas of 10 African countries, including Cameroon, Ethiopia, Kenya, Liberia, Mali, Nigeria, Sierra Leone, Uganda, Zimbabwe, and Zambia, providing power to rural Africa and benefiting 100,000 people; and b) another set of activities aimed at helping Chinese enterprises to 'go global' through multilateral cooperation by setting up 5 pilot small hydropower stations—in Sierra Leone, Zambia, Zimbabwe, Cameroon, and Nigeria, respectively—where hydro resources are abundant and with development potential, and the governments hold positive attitude towards hydropower cooperation. This activity will directly benefit 80,000 people.

Project implementation will be carried out through a new modality of combining multilateral and bilateral cooperation. The early phase was carried out by CICETE of MOFCOM, UNIDO, and IC-SHP, together with governments in Africa, to identify the sites and carry out the investigation/survey. The implementation phase is to be led by the Foreign Aid department of MOFCOM, taking Sierra Leone as the first pilot, through cooperation between IC-SHP and CICETE, utilizing funds through China's foreign aid channels. The Memorandum of Understanding among China, Sierra-Leone and UNIDO was signed in 2008, and construction of the 1,000 kW (2 x 500 kW turbine systems) hydropower plant has started. The plant will be operational by the end of 2009.

The project features the following characteristics: demand-driven, benefiting the poor, achievement of substantial impact, promoting Asia-Africa cooperation, and donor support (UNIDO) to SSC. Key factors contributing to the feasibility of the project include: a) China's comparative advantage in small hydro technology, and Chinese manufacturers have the capacity to produce small hydro equipment; b) existence of a coordinating entity, i.e. IC-SHP; c) African countries' need for small hydro; d) small hydro is in line with international development trend for poverty reduction and clean and renewable energy; e) political commitment of China and African countries; f) strong support by UN agencies (UNDP and UNIDO).

Roles played by major actors in the project are summarized as follows:

China and African governments - political support based on increased cooperation between China and Africa in recent years. Chinese President Hu Jintao visited Africa three times respectively in Jan. 2004, April 2006 and Feb. 2007. In Jan. 2006 China issued a government document elaborating on China's commitment to Sino-Africa cooperation. In November 2006, Sino-Africa Summit was held in Beijing, marking the beginning of a new era of Sino-Africa cooperation.

IC-SHP – The International Centre on Small Hydro Power (IC-SHP) has played a vital role in the project. They had the expertise and the experience of working with other developing countries. The proposal was first raised by IC-SHP based on many years of preparatory activities conducted by IC-SHP in more than 20 African countries. IC-SHP has a devoted leader and a dedicated team of international and national professionals.

CICETE – has always played a facilitating and coordinating role in multilateral development programmes. As an institution, CICETE is ready to render any support the project may need.

UNIDO – provided substantive support for the project through its renewable energy programme framework. Several technical missions IC-SHP undertook to African countries were identified by UNIDO, who also facilitated meetings with relevant high-ranking government officials to develop appropriate plans of action for promoting small hydro power development and the productive use of renewable energy in rural areas.

UNDP – supported the establishment of the regional Small Hydro Centre and the international small hydro centre. Both became members of the China SSC network in the mid 90s and undertook many training tasks assigned by MOFCOM. The unique position of the IC-SHP enabled the Centre to carry out its business services to clients both in China and worldwide. With a dedicated management team and professional technical team of both international and local staff, the centre has become a pillar stone institution in the field of small hydropower.

Case 6. The PROMESA Project (Argentina-Peru-Japan)

The PROMESA project (Project for the improvement of animal health, whose name in Spanish means promise) was conducted from November 2003 to April 2007. It was conducted under the Partnership Programme between Argentina and Japan for South-South Cooperation, called PPJA.

This project enabled the transformation of structures and processes within the Animal Health Service of Peru, which permitted the introduction of changes in traditional methods of operation. The project idea originated in the approach to problems and opportunities for animal health adopted by the government of Peru in 2003, leading to exploration of possible benefits from Argentina's experience with management tools, analysis, and development being carried under its Animal Health Policy.

Breeding animals is a very important activity in Peru. Farms are a very important source of employment for a significant part of the population. Domestic farm products and by-products are among the main components of Peruvian diet, and its exports constitute an important potential source of foreign exchange earnings.

The objective of the project was to improve the Peruvian animal health system in the areas of diagnosis, surveillance, product quality control, and veterinary extension. Taken together, these areas constitute key factors to ensure a good quality food supply and pass the required conditions to export animal products to regional and international markets. The project included technical training of 1,335 Peruvian professionals by 13 Argentinean experts through 21 international courses, and the donation of equipment for US\$ 285,000 by JICA. The involved organizations on the Peruvian side were the

National Service of Agrarian Health (SENASA), and the Veterinarian Medicine Schools of San Marcos and Cayetano Heredia Universities. On the Argentinean side, there were the School of Veterinary Science on the National University of La Plata (as responsible), the SENASA from Argentina and the National Institute of Agrarian Technology. The National University of La Plata had 20 years experience in working with JICA under Argentina/Japan bilateral cooperation.

Some of the many successful results of the project are the following:

- Eradication of Aftose Fever (foot and mouth disease)
- The variety of services provided by the participating Peruvian Animal Health Diagnosis Centre multiplied threefold, from 31 in 2003 to 110 in 2005.
- From 2003 to 2005, the number of samples examined by the Peruvian Animal Health Diagnosis Centre jumped from 6,871 to 70,786, a 930 percent increase in 2 years (see Figure 3.2.1).
- New export markets were accessible (e.g., Japan) and the associated exports to Andean and Central American countries increased.

These results are especially significant in light of the facts that SENASA labs began providing new services not only to small producers, but also defined new standards of quality that appealed to the bigger and more developed industries.

The FOAR was conceived from its very beginning as a vehicle for the transference of knowledge and experience from high-level Argentinean institutions. It also considered as a priority the strengthening of scientific organizations and universities, due to its potential multiplier effect. Complementarily, the FOAR applied two key directives: sustainability and focus on agrarian sector.

In terms of sustainability, the effective transference of techniques, experience and equipment to Peruvian professionals supported the development of new sustainable capacities that promoted a considerable increase in the income generated by the labs of SENASA. For instance, from 2003 to 2005, income doubled from US\$ 206,000 to US\$ 422,000 (see Figure 3.2.2). Today, SENASA is covering more than 60 percent of its operational expenses with self-generated income; before the project, virtually all its operational resources came from the national budget. In addition, SENASA is currently certifying external labs to provide similar services with its standards of quality, thus motivating the growth of the market from a monopoly to a more competitive structure.

In terms of comparative advantage, the direction of the cooperation to the agrarian sector matched the natural advantages of Peru as a destination for this assistance. In particular, it took advantage the fact that Peru has broad climate diversities and considerable agricultural potential as well as in the poultry, herd and livestock industry (agricultural GDP represented 7.9 percent of total real GDP in 2007). The production, domestic commercial activity and international trade of agrarian products are limited by plagues or diseases. The improvement of animal health helps to augment farming productivity and increases production. This is certainly significant for human welfare in a country such as Peru, where 26 percent of the national population is rural and basically sustained by

agrarian labors. In addition, the incidence of poverty in the rural sector is significant: more than 43 percent of the population is below the poverty line and more than 16 percent below the extreme poverty line, but more than 93 percent of extremely poor families are rural. PROMESA also helped SENASA services to consolidate its national reach, not only serving Lima, but also having a solid presence in the Peruvian provinces.

Key success factors included:

- i) The initial evaluation made by JICA of the pre-conditions needed to conduct an efficient technology transfer. It became clear that SENASA's lab infrastructure was not sufficient to accommodate the new kind of tests that were going to be implemented. Therefore, JICA donated the required equipment as part of the preparations.
- ii) SENASA was concerned about the academic nature of the cooperation provider (University of La Plata), because of a possible research bias in the training, instead of the expected service provision bias. This issue was discussed and clarified by SENASA during the first preparatory meetings with University of La Plata representatives and that gave the providers a clearer direction to structure the training program.
- iii) The methodology used was the PCM (Project Cycle Management) as a tool that facilitates the process of planning, implementation, monitoring and evaluation of development projects, focusing on an outline of PDM (Project Design Matrix) which reflects the needs of the institution seeking the cooperation and the potential of Argentine institutions to provide them. This undoubtedly facilitated an excellent definition of needs and possible adaptation of the project to real necessities in the partner country.

Through the partnership of three countries, this project had the opportunity to transfer technological innovation to improve the conditions of animal health, generating public value, tangible change in the living conditions of communities linked to the production and consumption of food in Peru, promoting at the same time economic development from the perspective of production and export of Peruvian animal products into new markets.

Figure 3.2.1 Number of Services Provided by the Peruvian Animal Health Diagnosis Centre

Area	2003	2004	2005	2006	2007
Bacteriology	2,328	3,454	5,669	10,707	14,824
Quality control	37	432	1,365	2,357	1,440
Parasites	72	322	1,655	3,093	2,249
Pathology	174	302	1,710	1,903	2,829
Avian Pathology	0	3,207	45,967	57,563	68,027
Virology	4,260	4,847	14,420	16,182	33,617
Total	6,871	12,564	70,786	91,832	131,453
Cumulative Growth	--	83%	930%	1,236%	1,813%

Figure 3.2.2 Income Generated by SENASA

Year	Income (USD)	Cumulative Growth
2003	206,734	--
2004	306,279	48.2%
2005	357,360	72.9%
2006	422,319	104.3%
2007	613,089	196.6%

Case 7. Centre Songhai (Benin–Zambia–UNDP)

Named after a famous Catholic Archbishop of Kasama, whose dream was to establish an agricultural skills training programme for youths, the Elias Mutale 'Songhai Model Training Centre for Sustainable Development' has been established through South-South Cooperation, to promote rural development and agricultural entrepreneurship among the youth. This was inspired by a tour involving Zambian stakeholders to the Songhai Centre for Sustainable Development in Cotonou, Benin, West Africa. The Songhai Centre has over the years researched, trained and promoted the concept of zero entropy; the agricultural production process where nothing is wasted and everything gets transformed. For example, into compost, which is used as manure in crop production are fed to livestock, perpetuating the cycle.

In Zambia, a 400-hectare farm owned by the Catholic Church in Kasama, through cooperation with the Centre in Benin and support from UNDP-sponsored agriculturists and scientists from Nigeria and Benin, was turned into a facility to train youth to become community agricultural extension workers. The centre is equipped with dormitories, poultry houses, a piggery, a 'barefoot' laboratory, an orchard, a garden, and a water reservoir. The syllabus integrates and complements the three areas agricultural production of crops, livestock and of food processing. About 20 percent of the syllabus is theory based while the remaining 80 percent is practical. The curriculum is supplemented by training in human development and attitudes.

The initiative should be seen within the context of exchange/adaptation of good practices among the South the objective was to replicate the adaptable components of the Songhai Centre in Benin into the Zambian environment as an effective tool for rural development, poverty eradication and community development.

The Golden Valley Agricultural Research Trust (GART) of Zambia was selected to be the focal point for replicating the adaptable components of the Songhai model on the basis of GART's experience in promoting a similar approach in the country.

The study tour and training at Songhai Centre in Benin, West Africa resulted in adoption of the model in Zambia in general and some of skills and technologies in particular. These include changes in attitude of the youth, some of whom now consider farming as a viable enterprise. Mushroom production, the use of low cost technologies, food processing and quality control using the barefoot laboratory have to an extent been adopted.

Outputs/Outcomes include:

- Increase in number of farmers trained in low-cost technologies with special attention paid to women and youth.
- Increase in number of small-scale farmers in mushroom production.
- Youth graduates have adopted some of activities at Youth Resource Centres under the Ministry of Youth and Child Development.

Case 8. Brazilian practical know-how in Fome Zero

Brazil stands at an advantage among cooperation actors in its actions in African countries that had under the colonial power of Portugal. Sharing a common cultural heritage and language facilitates understanding and absorption of lessons and their rationale. But Brazil's comparative advantage is not restricted to the empathic relationship developed among Portuguese-speaking nations. Brazil can boast to have solutions to problems that are shared among developing countries. And it is using these solutions at home, and now.

For instance, the conditions found in the Brazilian Northeast are very similar to those found in Africa—that is, lack of basic sanitation, complex agricultural development, and low quality of schools and education—turning the remedies learned into modalities both applicable and relevant. Not least, a shared type of tropical climate, soil, etc, reinforces this notion. Therefore, challenges in raising the educational level that are common both in Senegal and East-Timor, are being currently faced by schools in the semi-arid states of Brazil's Northeast. What makes Brazilian cooperation stand out and in fact prove more effective than traditional North-South cooperation is that it owns current technology that developed, 'Northern' countries do not have, as they no longer face those issues – and if they once had it, it has now become obsolete, or the institutional memory has been lost.

While on one hand Brazil develops high-end technology (Embraer, the plane manufacturer, being an example), at the same time, for instance, the Ministry of Social Development and Fight against Hunger (the newest Ministry created on the advent of President Lula da Silva's administration in 2003), implements an innovative policy known as Fome Zero (or Zero Hunger). Fome Zero is a strategy of the Federal Government to guarantee the human right of access to adequate food for those who lack it. That strategy is situated in a context of promotion of food and nutritional security in an attempt to achieve social inclusion and citizenship rights for the population most vulnerable to hunger. Under Fome Zero, there are several initiatives, to cite some of relevance:

- **Bolsa Família (Conditional Cash Transfer)**

A cash transfer programme for families in poverty, with a general income up to R\$100 (US\$ 43) monthly. It associates the transfer of financial benefits to the access to social basic rights: health, food, education, and social assistance.

- **National School Food Programme (PNAE)**
Offers at least one meal a day, seeking to fulfill nutritional needs of students during the school day, contributing to growth, development, and learning goals, as well as to the development of healthy eating habits.
- **Food for ethnic groups**
Extends access to basic food for indigenous people, communities of slave descendants (quilombolas), groups of peasants in camps, rubbish pickers, and others who face food and nutrition insecurity.
- **Iron Distribution (Iron Health)**
Strategy directed to prevent and/or to control anemic diseases due to iron deficiency in the most vulnerable groups (children from 6 to 18 months, pregnant women, and post-partum women), affecting 50 percent of children and 40 percent of pregnant women, with serious consequences for full physical, mental, and social development from childhood to adulthood.
- **Food and nutrition for indigenous people**
Project to produce a record of indigenous populations, guaranteeing their inclusion on governmental instruments in accordance with their cultural values, willing also to introduce intersectional actions for food and nutritional security, environmental management and sustainable development of these indigenous populations.
- **Urban agriculture/Community gardens**
Developed at places appreciated by the community, where there is a concentration of families and people with low income and lack of food, willing to encourage and uphold the introduction of small unities for healthy food production.
- **Rainwater cisterns**
Project developed for the population of peasants from the Brazilian semi-arid region, seeking the improvement of life conditions and access to water as well as the encouragement of social relations in semi-arid communities.

These solutions developed by Brazil largely require a smaller investment than other results developed by countries in the First World. In the Northeast, there is an imperative to use low-cost technology – remote and poverty-stricken areas do not have access to complex systems. They are better adapted to meet the challenges of developing countries where lack of funding is a severe problem. These solutions require a very small investment and modest technical resources, making them highly accessible.

Traditionally, North-type of cooperation in the field of agriculture comes in the form of genetically-modified and improved seeds, equipment (tractors, mixers and grinders, harvesting machines), etc. As a means of example, let's take this last strategy, rainwater cisterns. The technology was developed by the community, as a means to collect water in the arid regions, and store differentiated drinking water from the one used for washing. The plan comes from the simple concept of capturing rain water during the rainy season using the available architecture from low-income villages. The municipal administration identified the benefits of this system, which eventually became institutionalized

country-wide. The rainwater reservoirs are a water-gathering technology which makes up for the lack of a network of irrigation pipelines, especially in rural areas. It consists of capturing water through inclined tin roofs into community-designed containers (built with materials accessible to the community), and preserved with a cover. The cisternas project is currently being implemented in Timor-Leste, and other countries in Africa, with high demand and success.

Case 9. India-Brazil-South Africa (IBSA) Dialogue Forum

Countries such as Brazil, India, and South Africa (and China) all share singularly complex relations with their respective regions, grounded in their preponderant economic and military position relative to other states. Their special status as regionally based middle powers means that these states are the only middle powers that act independently of the great powers. Economic and trade policy produced by South Africa's outward-looking Department of Trade and Industry, which culminated in the launching of the 'butterfly strategy', was a deliberate attempt to promote trade links with Brazil and India (the wings) and concurrently with continental Africa (the body). Of all of the South-South fora the fairly newly established India-Brazil-South Africa Dialogue Forum (IBSA) is the smallest South-South co-operation body and seemingly the most dynamic. The Brasilia Declaration of June 2003, when the Forum was established, reflects its political and economic elements. The Declaration emphasized the necessity of expanding the UN Security Council's membership (both permanent and non-permanent). Of course in the period preceding the UN general assembly meeting in 2005 India and Brazil supported each others' bid to become permanent members of the Council. The Declaration takes as its broad purpose: to promote cooperation in a broad range of areas, namely agriculture, climate change, culture, defense, education, energy, health, information society, science and technology, social development, trade and investment, tourism and transport. IBSA Ministers of Agriculture met in Rome on 22 November 2005 on the margins of a FAO Conference. This was followed by a meeting of IBSA Senior Officials in Agriculture in New Delhi on 18 & 19 January 2006. The meeting discussed a draft MOU for trilateral cooperation in agriculture and allied fields. The draft provides for the development of action plans for cooperation in research and capacity building; agriculture & trade; and rural development and poverty alleviation.

During the Second IBSA Summit in Tshwane in October 2007, the Tshwane IBSA Declaration was issued by the three Heads of State/Government covering joint positions on a wide range of global issues of importance, especially those that impact on developing countries. Seven new trilateral agreements/MOUs were signed in addition to the existing six agreements/MOUs that were signed earlier. These included agriculture and allied fields, bio-fuels, merchant shipping and other maritime transport, trade facilitation and a framework for cooperation on an information society. The signing of agreements and memoranda of understanding move IBSA beyond the declaratory and provide a basis for substantive co-operative effort on issues of common interest and concern for all three countries. Cooperation within IBSA was further expanded on the non-governmental, people-to-people level and six forums were held as side events of the Summit, namely for business, academics, parliamentarians, women's groups, editors and social civil society organisations. This was an attempt to bridge the gap between government

and other elements of society. At the 2007 Summit, the business forum was considered to be one of the most successful elements of the event.

There are currently 14 sectoral working groups operating within the Forum, ranging from climate change, human settlement development, to health and corruption. The agenda of the group is ambitious, for example, the establishment of a working group that is to undertake a study on the 'modalities' that would aim to define a framework for broader co-operation within the envisaged trilateral arrangement. IBSA also represents in many respects an important South-South forum for pursuing South Africa's sustainable development agenda. The declaration also stresses the importance of implementing the Rio Declaration, Agenda 21 and the Johannesburg Plan of Implementation of the World Summit on Sustainable Development (WSSD). Issues of clean energy, energy security, renewable energy sources, climate change and its impact on developing countries were all highlighted in the Tshwane IBSA Summit Declaration and a Working Group on 'Environment and Climate Change' was created. The regional concerns of Brazil and India receive little or no attention, while these two partners fully endorse South Africa's concerns in advancing the African agenda and the means, such as the NEPAD, created to do so. South Africa even managed to reconcile the strongly held views of two non-nuclear weapons states, Brazil and South Africa, with those of India as a weapons state outside the Nuclear Non-Proliferation Treaty (NPT). This was achieved by expressing their common commitment to nuclear disarmament.

IBSA has created an aid fund, The IBSA Fund, for poorer developing countries, to make the point that emerging countries within the South can play a role in supporting less developed countries. Beneficiaries have included Guinea Bissau, Haiti and Cambodia, while projects in Timor-Leste and Laos (capacity-building); Burundi (HIV-Aids assistance), Cape Verde (renovation of a community centre) and Palestine (capacity-building) are being implemented. Although relations with several Latin American countries have long existed, a deliberate policy of building relations in Asia was pursued by South Africa. Countries such as China and India, but also Malaysia and Indonesia, counted among those that received particular attention. In all these cases, South Africa provided technical cooperation and support. Indeed, even projects involving more developed partners such as Brazil, India and China often involve some technical support and technology transfer from South Africa, which for its size possesses highly advanced technology. It is this technological sophistication, and not just its economic position in Africa, that enables South Africa to 'punch above its weight' in South-South Cooperation. The formation of the India–Brazil–South Africa Dialogue Forum — quintessentially a South African brainchild — has arguably formed the initial incubator for such a tactical southern axis. In future, IBSA may also extend its membership to encompass the remaining Outreach5 (O5) partners, China and Mexico.

There is latent potential in IBSA that has not yet been fully harnessed. Although their economies differ significantly in size, scope, and composition, all three are acknowledged to be leading, like-minded middle powers of the developing world, and respected examples of vibrant and progressive democracies. As a collective, IBSA represents 1.2 billion people, a US\$1.2 trillion domestic market, and foreign trade worth US\$300 billion, which gives it considerable voice on matters global. The future challenge is to translate IBSA's declaratory statements and common positions into concrete strate-

gies, tactics, and plans of action. In summary, IBSA's perspectives and impact on the international system will depend on four variables: IBSA's ability to focus on clear and possible areas of cooperation, the consolidation of its common strategy of balancing, the institutionalization of IBSA, and its enlargement in order to generate more weight in global bargains.

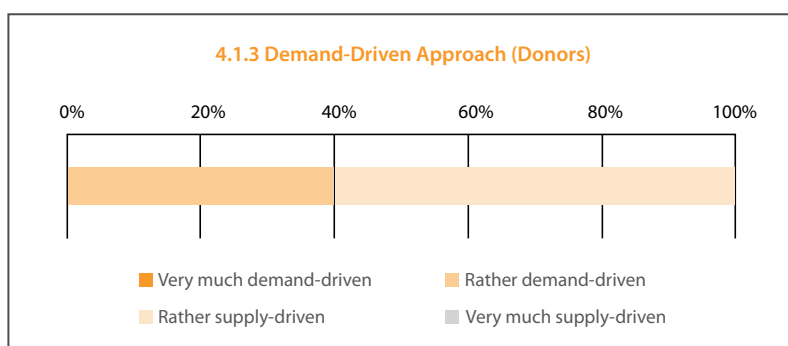
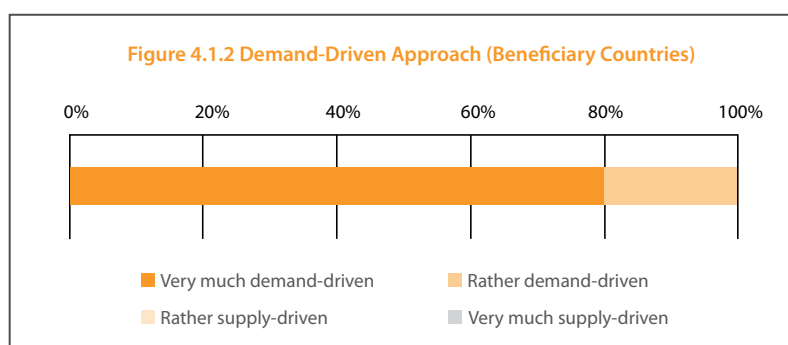
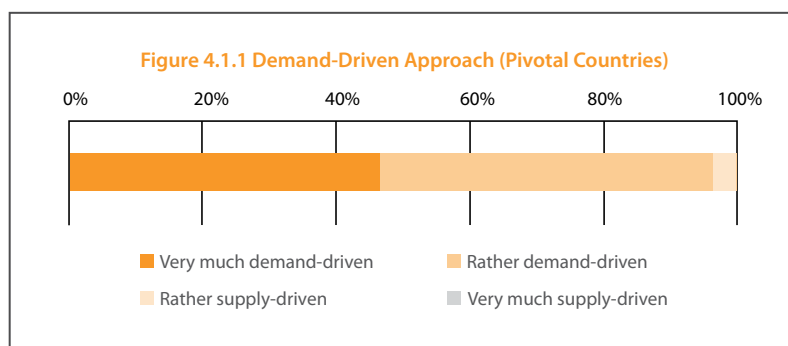
4. DEMAND-DRIVEN APPROACH

Programming of South-South cooperation needs to be demand-driven in order to ensure its effectiveness. However, it has been pointed out that South-South cooperation projects are rather supply-driven, tending to fall into one-sided introduction of the experience. Various factors have been cited for this, including insufficient information on beneficiary countries, limited capacity of pivotal countries in developing projects to meet specific needs of beneficiary countries, and insufficient articulation of needs by beneficiary countries. How can a pivotal country improve its ability to identify countries seeking its experience, assess beneficiary countries' needs, and develop and implement projects that meet these needs? How can a beneficiary country incorporate South-South cooperation in its development strategy, articulate its needs, and make better use of South-South cooperation for its development? How can a donor or UN country team support country efforts to strengthen demand-driven approaches to SSC? This chapter addresses these issues by examining the current situation and existing good practices related to demand-driven approach.

4.1 CURRENT SITUATION

Country and Donor Views on Demand-Driven Approach and Its Impediments

To what extent is demand-driven approach realized in actual practice? Figures 4.1.1 and 4.2.2 show the responses from pivotal and beneficiary countries concerning the extent of demand-driven approach in South-South cooperation. The responses paint a different picture than prevailing notions that South-South cooperation tends to be largely supply-driven. Most of the pivotal countries responded that the South-South cooperation they provide is very or rather demand-driven, and 80 percent of the beneficiaries said that the South-South cooperation they receive is very demand-driven. On the other hand, responses from donor and international organizations indicate that they consider the use of demand-driven approaches to be more limited in the programmes/projects that they support. Whilst there can be various interpretations for these results, a broad observation is that developing countries perceive that a demand-driven approach is taken in South-South cooperation more than donor and international organizations do.



What kind of factors influences the use of demand-driven approaches? Concerning factors acting as constraints on demand-driven approach, pivotal countries cited the following as major impediments: i) own limited capacity in assessing needs and developing programmes/projects based upon the needs; ii) insufficient articulation of needs by beneficiary country; iii) limited information on specific needs of beneficiary countries; and iv) insufficient information on the countries seeking specific South-South cooperation. Similarly, beneficiary countries cite the following: i) own limited capacity to take leadership in strategic use of South-South cooperation; ii) limited information about pivotal countries' experience and expertise; iii) own limited participation in programme/project development; and iv) own limited capacity to articulate needs (see Figures 4.1.4 and 4.1.5).

Figure 4.1.4 Impeding Factors (Pivotal Countries)

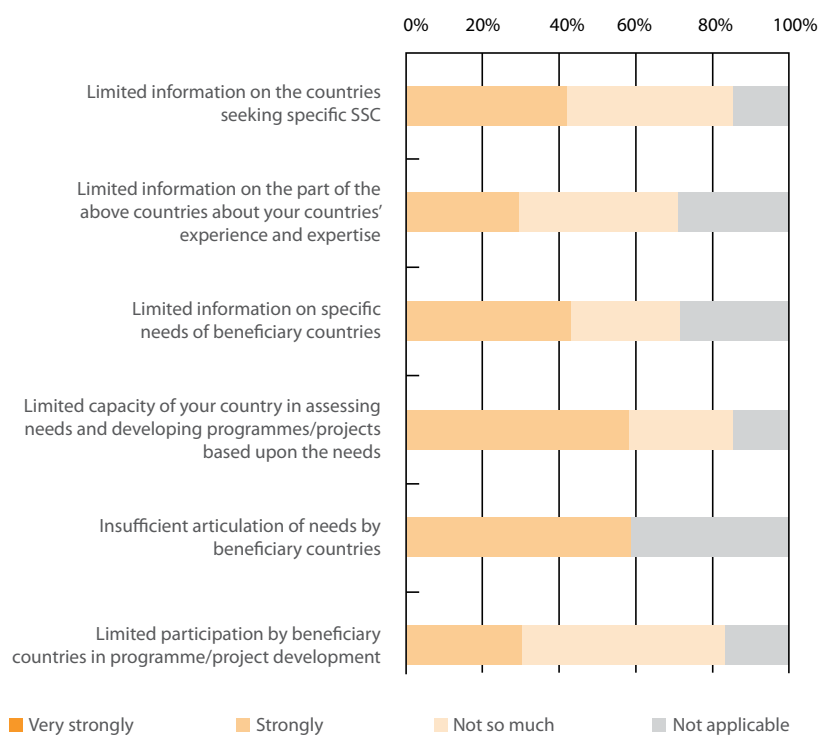
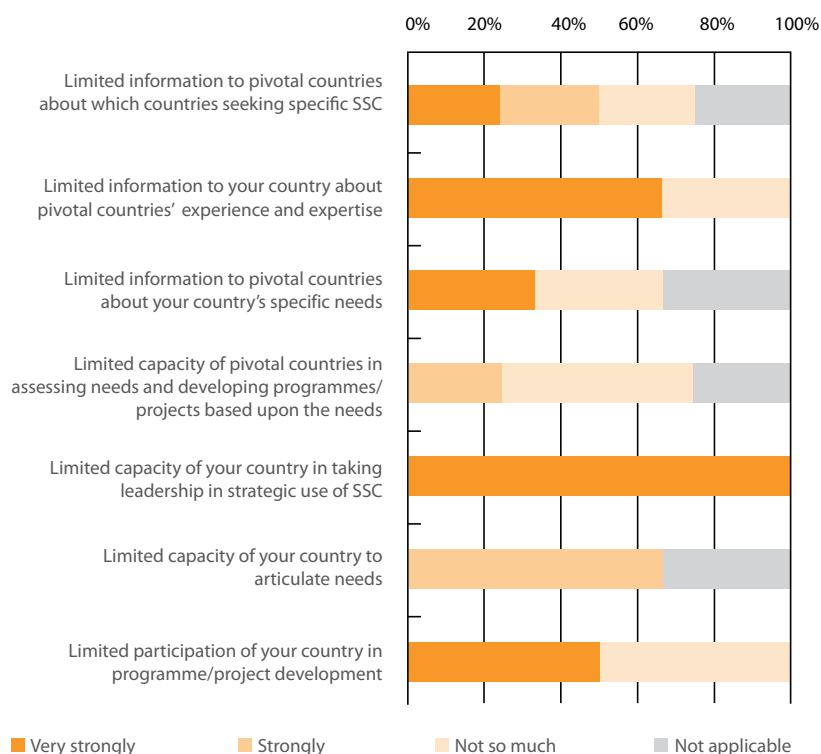


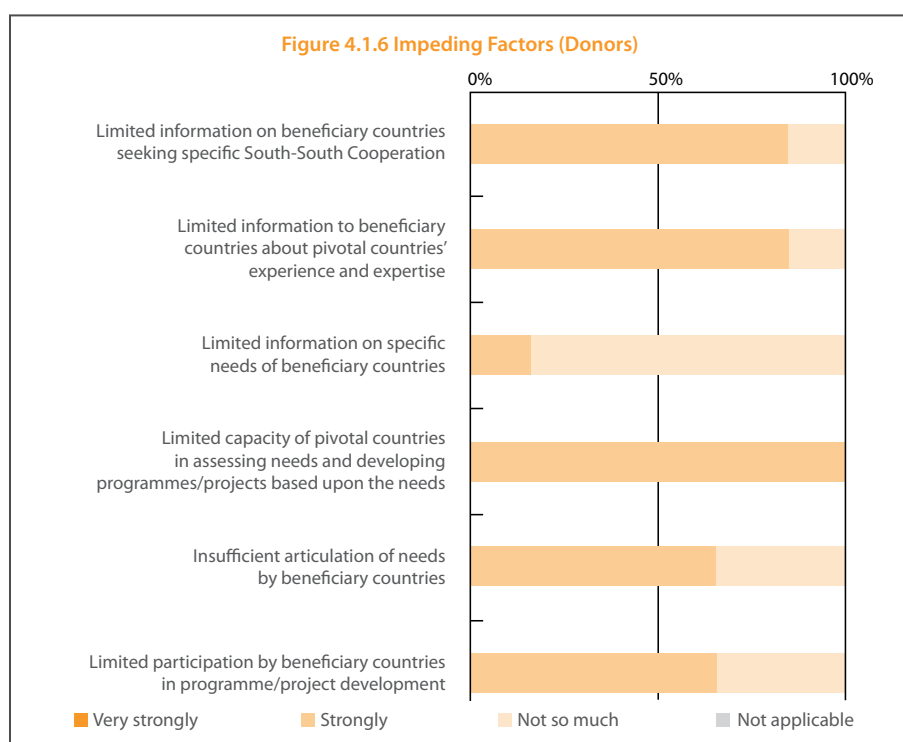
Figure 4.1.5 Impeding Factors (Beneficiary Countries)



These responses from pivotal and beneficiary countries indicate that:

- i) The largest impediments common to both countries to pursue demand-driven approach are limited capacities necessary at the stage of programme/project development, such as capacity to assess specific needs, articulate needs, and develop specific programme/projects. As a part of these, limited information on specific needs of beneficiary countries also appear as a constraint; but this can be also derived from limited capacity of beneficiary countries in articulating the needs and the same of pivotal countries in investigating the needs of beneficiary countries.
- ii) The second largest impediment involves needs-matching, namely the lack of information necessary for identifying partners for South-South cooperation, given beneficiary countries' needs experience.
- iii) There is a difference in perception between pivotal countries and beneficiary countries on the participation of beneficiary countries in programme/project development. While the latter sees limited participation as a major constraint for demand-approach, the former does not take it to the same extent.

Meanwhile, the responses from donor and international organizations indicate the following as major impediments for demand-driven approach: i) limited capacity of pivotal countries in assessing needs and developing programmes/projects; ii) insufficient information for pivotal countries on beneficiary countries seeking specific South-South cooperation; iii) limited information for beneficiary countries on pivotal countries' experience iv) insufficient articulation of needs by beneficiary countries; and v) limited participation of beneficiary countries in programme/project development. This broadly coincides with the perceptions of pivotal and beneficiary countries, although donor and international organizations pay more attention to the constraints at the needs-match stage, while pivotal and beneficiary countries are concerned more about the programme/project development stage (see Figure 4.1.6).



Match-Making

How do pivotal countries identify countries seeking their experience and expertise? How do beneficiary countries identify specific countries having experience and expertise in the areas that their countries have the needs for cooperation? In response to the question on match-making mechanisms, both pivotal and beneficiary countries listed as major mechanisms bilateral and regional/sub-regional meetings; information collection thorough the embassies/country offices; and request surveys by pivotal countries. For example, the Korea International Cooperation Agency (KOICA) collects a broad range of information on beneficiary countries' needs by way of: information collection from beneficiary countries through 27 overseas offices and Korean embassies as well as policy dialogues with these countries to grasp their precise needs and exchange ideas. It also establishes systematic request surveys. Also, on the part of a beneficiary country, in Peru, the coordination organization (APCI) works with its embassies in pivotal countries to identify the areas of the latter's greater development and, once this identification is made, APCI works with national institutions involved in the area to elaborate ideas concerning possible cooperation. However, another beneficiary country mentioned that, due to their insufficient capacity to identify pivotal countries' experience and expertise, they stay rather reactive in match-making.

In this relation, the survey asked how pivotal countries disseminate information on their experience and expertise. The responses show that many pivotal countries actively disseminate such information through publication of catalogues on the areas in which the country has expertise or on the cooperation programmes which they can offer; dissemination of relevant information through newsletters and internet; and publicizing their experience in international fora such as international conferences. Networks with beneficiary countries' personnel and organizations, such as alumni association of training participants and former cooperation-partner organizations, are also used to disseminate such information.

As an example of successful experience in match-making, a regional/sub-regional level matching exercise meeting such as the JARCOM and the use of IT such as the SS-GATE were mentioned. The former is supported by Japan and the latter by UNDP. About half of pivotal and beneficiary countries answered that they have received support from donor and international organizations in match-making, especially related to triangular cooperation.

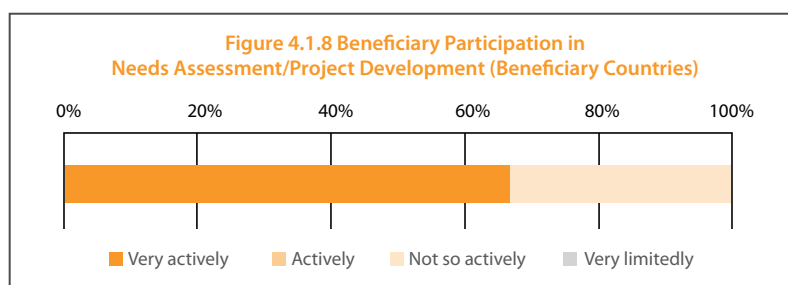
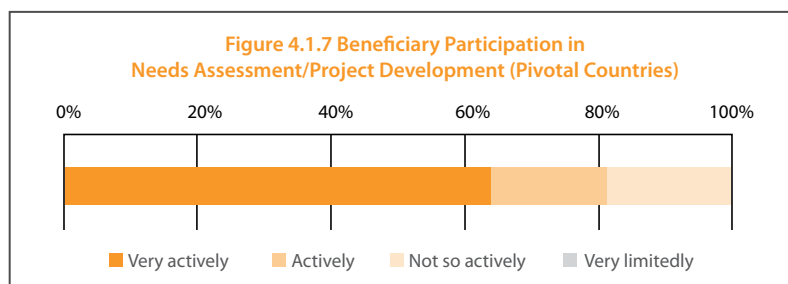
Needs Assessment and Programme/Project Development

How are needs assessment and programme/project development conducted in South-South cooperation? The responses from pivotal countries show that most of the countries send a technical team to conduct a field survey, in addition to examining proposals from beneficiary countries, and holding consultation meetings with beneficiary countries to develop programmes/projects. In countries such as Turkey, country offices in beneficiary countries play an important role in needs assessment and programme/project development. However, at the same time, many pivotal countries mentioned that no standard methodology has been established for needs assessment and programme/project development, although some had tried to develop it.

With regard to support from donor and international organizations for development of capacity for needs assessment and programme/project development, most of the countries answered that no donor support had been received in this area. A few countries, which engaged in triangular cooperation with a donor in a way to scale up the results of past bilateral technical cooperation, mentioned that they had given a relevant training during the bilateral technical cooperation preceding the triangular cooperation and also that joint needs assessment with the triangular-cooperation donor helped them to develop their capacity. The responses from pivotal countries indicate that, despite insufficient capacity for needs assessment and programme/project development being a major impediment to pursuing a demand-driven approach, donor support for capacity development in this area is rather limited (except in cases such as that mentioned above).

Participation of Beneficiary Countries

To what extent do beneficiary countries participate in needs assessment and programme/project development? About 80 percent of pivotal countries answered that beneficiary countries actively participate in needs assessment and programme/project development; about 60 percent of beneficiary countries answered that they participate actively while the rest responded that their participation was not so active (see Figures 4.1.7 and 4.1.8). As for the factors promoting beneficiary countries' participation, both pivotal countries and beneficiary countries listed close contact between two countries, including technicians. Several pivotal countries with triangular cooperation arrangement with donor and international organizations also mentioned that the presence of triangular cooperation donor's country offices in beneficiary countries facilitated communications and participation of the beneficiary countries, especially when the pivotal countries do not have such country offices. Further, there was a response from a beneficiary country that cost-sharing influences the extent of participation, as well as that the use of participatory planning tools such as the project design matrix was also helpful.

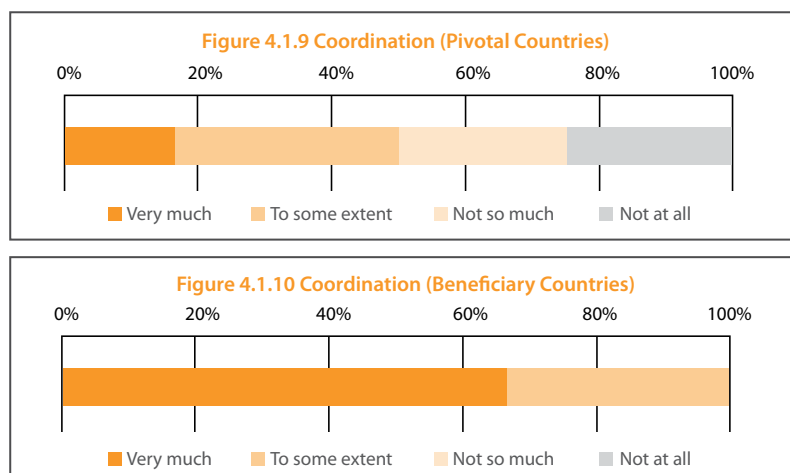


Alignment and Coordination

In relation to demand-driven approach, the survey asked both pivotal and beneficiary countries if South-South cooperation programmes/projects align to the latter's development programme in the area of cooperation. It also asked to what extent they are coordinated with other cooperation activities. As for the former question, both pivotal and beneficiary countries answered that South-South cooperation programmes/projects are well aligned to the beneficiary countries' development programme. However, there were also comments that it has much to do with the capacity of pivotal countries to meet the priorities as well as the capacity of beneficiary countries to incorporate South-South cooperation in their development programme. In response to a question on practices that facilitate alignment, the following are mentioned: formulation of programme/project based on bilateral cooperation framework and beneficiary countries' request; joint needs assessment; participation of key beneficiary-country personnel in project design; and consultation with beneficiary countries before project approval.

The answers to the question on coordination were more variable. Half of pivotal countries answered that their cooperation programmes/projects are not so much or not at all coordinated with other cooperation activities such as donor's aid and South-South cooperation programmes/projects from other pivotal countries. Responses from beneficiary countries indicate that South-South cooperation programmes/projects were coordinated, but half of the responses were 'to some extent' (see Figures 4.1.6 and 4.1.7). In response to a question on practices that promote coordination, both pivotal and beneficiary countries referred to coordination with donor aid under triangular-cooperation arrangements.

Some pivotal countries mentioned that close communications with donor and international organizations helped to promote coordination of activities. For example, in the case of Turkey, their country offices (coordination offices) play an important role in coordination of activities at the field level; in countries where Turkey does not have offices, it works closely with international organizations such as UNDP. Also, Kenya coordinates SMASE-WECSA with other cooperation activities for African education, through the Working Group on Mathematics and Science Education (WGMSE) of the Association for Development of Education in Africa (ADEA). The Working Group is led by JICA, a triangular-cooperation donor of the SMASE-WECSA, and hosted by the Kenyan Ministry of Education.



4.2 GOOD PRACTICE CASES

This section presents nine cases highlighting demand-driven approaches. Note that demand-driven approaches are also taken in most of the other cases presented in this report; the cases described below were selected to provide concrete examples of existing good practices, covering a wide range of the issues mentioned above.

The first five cases show various initiatives to promote demand-driven approach. The first case of Colombia presents an initiative and a series of efforts made by a pivotal country to improve its South-South cooperation programmes to enhance demand-driven approach. The second case in Niger gives a good example of support by a donor, Islamic Development Bank (IsDB) to needs-matching at the project level. The third and fourth cases are examples of needs-matching conferences to promote South-South cooperation based on demand-driven approach. The former shows an interesting initiative made by a pivotal country, Tunisia, with the support by UNDP; and the latter an established mechanism for demand-driven needs-matching among ASEAN countries with the support by JICA. The fifth case, the SS-GATE, demonstrates an innovative approach for needs-matching, using IT.

The next three cases (cases 6, 7, and 8) show examples of specific programmes/projects which have been carried out based on strong demand from beneficiary countries. Because of the existence of such demand, the programmes/projects have been committed by the beneficiary countries, including political leaders and senior officials. These commitments have led to concrete actions such as active participation in the programmes/projects at all levels, allocation of own budget, mobilization of resources, incorporation of programmes/projects in their development strategies, and institutionalization. These have contributed greatly to the successful achievement of the programmes/projects.

Furthermore, the above cases (i.e., cases 6, 7, and 8) show that pivotal countries have provided their cooperation in a way to support ownership and leadership of beneficiary countries such as above, by promoting the latter's participation from the project development stage, sensitizing and encouraging key persons, and working closely with beneficiary-country personnel. Their comparative advantages in terms of advanced experience and expertise have been made utmost use of in the above process of cooperation. Also, comparative advantages such as similar social and cultural situation and/or the use of same language helped in these cases to facilitate close communications and collaboration between a pivotal and a beneficiary country, respectively. In addition to these, peer-learning from a pivotal country, who had similar problems and has succeeded in overcoming them, has helped to motivate the latter.

While the above three cases involve South-South cooperation from a country with advanced experience and expertise, the last one (case 9) is a case of South-South cooperation among countries at a similar level of development. This cooperation among three neighbouring countries in Africa, which has been stimulated by the preceding experience in Asia and has launched as their own initiative under strong political leadership, gives an interesting example of horizontal South-South cooperation and the role of political leaders in cooperation based on beneficiary-country demand.

Case 1. Reorientation of South-South cooperation given by Colombia

Since 2002, Colombia has been strengthening and improving the level of cooperation given to other developing countries of similar levels in the region. In this sense the country's ability to fund South- South cooperation operations has been strengthened, as well as its capacity to address other countries demands, from a technical viewpoint, in a more integrated manner. Furthermore, since 2006, Colombia has started a process of reorientation that seeks to develop a more relevant cooperation, aligned with the priorities of developing countries that need its support, and focused on making substantive contributions to their development processes. While the reorientation for South-South cooperation is still underway, the initiatives are showing interesting progress as described below:

i) Strengthening of Demand-Driven Approach

One of the substantial changes in the reorientation of South-South cooperation has been the promotion of demand-driven approach, as the fundamental criteria to identify, negotiate and decide cooperation activities. One of the major issues when the reorientation was started was low results in the implementation of South-South cooperation programmes. A review of the implementation of programmes in the past verified that an important percentage of the cooperation proposals had not been actually executed. It became evident that such proposals had not generated interest in the beneficiary countries.

With the promotion of demand-driven approach and advancement of alignment with the development priorities of the beneficiary countries, at this moment the agreed upon programmes correspond totally to demands of beneficiary countries. This has led to much more detailed descriptions of the expectations surrounding the commitments, to the reduction of the number of agreed upon initiatives (on average, the shift has been from 30 - 60 actions by programme, to less than 20), and to an increase in the percentage of implementation.

ii) Improvement of Joint Committee Mechanism

The reorientation of South-South cooperation has also strengthened the role of Joint Committees. Joint Committees has been a traditional negotiation mechanism of bilateral cooperation. However, in the past, there were cases that some programmes were not well formulated when they were approved in the Joint Committee. Through the reorientation, the preparation processes have been improved; in a significant percentage of cases, the Joint Committees have discussed proposals with a high level of preparation. The monitoring mechanisms have been strengthened. At present, there are usually quarterly meetings in both countries with participation of the respective Embassies. As the results, the level of implementation of commitments has increased.

iii) Enhancement of Sustainability

In order to increase the sustainability of cooperation programmes, several initiatives have been carried-out, such as: more comprehensive approach in cooperation programmes, which used to cover only limited scope of activities; increased articulation of

the programme, including the definition of the budgetary commitments; and development of mechanisms for periodic monitoring of the programme implementation. As a part of these initiatives, closer contact with counterpart technical organizations in the beneficiary countries has been also promoted.

iv) Dissemination of Country Experience and Expertise

Colombia has been also promoting the dissemination of the successful experiences of different national institutions and organizations. After publishing 3 versions of the Capacities Catalogue for South-South cooperation, ACCIÓN SOCIAL (Presidential Agency for Social Action and International Cooperation) is preparing a Best Practices Catalogue on national experiences with international recognition, which have the potential of being shared with other developing countries. In order to obtain a suitable identification of these practices, ACCIÓN SOCIAL intends to initially work with different United Nations System Agencies who will provide their technical knowledge in this process. Following this, it will involve other cooperation agencies with presence in the country.

v) Strengthening of Financial Capacity

Colombia has the Cooperation and International Assistance Fund (FOCAI), belonging to ACCIÓN SOCIAL. This fund finances, under the principle of shared costs, part of the South-South cooperation projects. Although the resources are still low (around U.S. \$800,000 a year), in recent years they have almost doubled. The Colombian Ministry of Foreign Affairs has also committed additional resources for regional or border proposals.

vi) Promotion of Regional Cooperation

Colombia has been receiving common requests from several countries. Therefore, to optimize the use of its human, technical and financial resources, Colombia has been promoting regional cooperation. As a part of this, Colombia has introduced the Colombian Cooperation Strategy for the Caribbean Basin. The Strategy looks for the establishment of cooperation bonds with the Caribbean Basin countries through a joint work programme that includes 5 strategic areas for development and regional integration: (i) Food Security and Nutrition; (ii) Bilingualism; (iii) Academic Mobility; (iv) Technical Education and (v) Prevention and Attention of Disasters. To finance the Strategy, Colombia made a voluntary contribution of US\$ 527,731 to the Organization of American States (OAS) through the Pan American Development Foundation, affiliated to the OAS. The Colombian institutions participating in the strategy will provide additional resources.

On the other hand, cooperation actions have been implemented with the participation of several countries (especially from Central America) in subjects of fiscal control, crafts and quality systems. As such, in 2009, quality management systems and security (maritime interdiction and crime control themes) will be developed with the participation of several countries.

Key contributing factors for the progress to date include:

- Critical analysis, from a technical viewpoint, of the South-South cooperation results that have been accumulated in the last few years.
- Analysis of cooperation from the viewpoint of the projects life cycle.

- Strengthening of the internal and external dialogue about South-South cooperation.

The progress made in the reorientation of South-South cooperation starts to be recognized by other countries. This has led to the start of the exchange of experiences with Peru, Dominican Republic, Honduras, Uruguay and Paraguay, among others. Also, joint cooperation initiative has been recently agreed with Spain, Germany and Chile.

Case 2 Blindness Reduction Campaign in Niger (Tunisia – Niger - IsDB)

This programme was carried through five short period campaigns between 2003 and 2008. It aims at training ophthalmologists and technicians as well as examining, operating and rehabilitating patients from deprived social environment. It was implemented by Nadi El Bassar, Tunisian NGO.

The programme has achieved results beyond expectation. Within six days the team of Tunisian Ophthalmologists and technicians has examined/operated/rehabilitated 1200 patients, transferred know-how and trained local doctors. The impact of the programme is substantial; i) eye sight recovery is a joyful event in the patients' life and their close environment, ii) social security costs of the recovered patients is reduced/eliminated, iii) integration of the beneficiaries into the society as a useful and productive workforce.

In implementing its programme for blindness reduction in Sub-Saharan Africa, IsDB has effectively played a match-maker role between Niger and Tunisia, referring to the substantial achievements of Nadi El Bassar in Tunisia. The latter was then recommended to the beneficiary country as the best partner to implement the programme.

The language, similarities in culture and affinity in religion between Tunisia and Niger was used effectively. This allowed smooth integration of the Tunisian experts in Niger and effective implementation of the training programme.

The following contributed to the sustainability of the programme:

- i) Human resources capacity building enhanced knowledge and practical experience of specialized doctors and technicians and encouraged to take over the implementation of the programme modestly but continuously.
- ii) The IsDB has iterated its support to Niger four times (in 2003, 2005, 2006 & 2008) further improving the local competencies.

The successful model in Niger (5 campaign) and lessons learnt from it were replicated in other African countries (Burkina Faso, Cameroon, Chad and Djibouti) and implemented in a faster and more effective way.

Key contributing factors of the programme can be summarized as follows:

- The choice of the expert institution was a key parameter to success: In this case this choice was made by IsDB as it is aware of the institution's efficiency and excellent reputation in the international scene.

- Good coordination between involved parties: Nadi El bassar and the Niger Health Ministry resources have worked closely together as a team for several months to prepare the project.
- Good preparation: selecting the patients, organize tasks in order to optimize time making substantial results achievements possible within a very short period of time (six days).
- The replicability was rendered possible by keeping the same programme pillars: minimum of financial resources, voluntary services, availability of human resources and basic infrastructure in the beneficiary country

Countries can apply this simple but effective model to achieve substantial impacts within a very short period of time. The model should be based on good preparation work, small and highly-skilled team of expert, and involvement of voluntary work. In addition, the design of such projects can be attractive to donors as the impact is perceived immediately.

Case 3. Regional Conference for Technical Cooperation (Tunisia – 11 French-Speaking African Countries – UNDP)

The regional conference for Technical Cooperation was held in December 1998 in Tunis, organized by ATCT and participated by 11 French-speaking African countries. This capacities and needs matching exercise (CNM) aimed to i) Back-up the approach of representing South-South cooperation as a central axis of national development policies, ii) reveal the complementarily potential within a group of countries in the same region, iii) Allow Tunisia to lead an operation on a regional scale to give credibility to its position as a pivotal country in technical cooperation, iv) use results to open ways to similar initiatives, v) show in which way technical cooperation can leverage economic cooperation and favor regional integration and vi) demonstrate possible synergies between such initiatives and other African countries or international programmes (e.g. TICAD)

The CNM exercise was implemented in five stages: i) capacities and needs inventory of the 11 participating countries, ii) elaboration/distribution of a catalogue listing the best institutions in Tunisia, iii) Preparation of data collection summary, iv) organization of the conference and restore/validate collected data, and v) implementation of selected actions resulting from the exercise.

The needs matching exercise started with a survey; a questionnaire was elaborated and sent out to all candidate countries in order to collect their needs, expertise and training requests. A list of priority sectors was then identified and retained as the focus areas for the exercise. In addition, the distribution of the compiled list of best Tunisian institutions allowed the participating countries to identify few relevant proposals to their needs. The analysis of the survey results led to the elaboration of capacities and needs compendium in the field of sustainable human development.

The results achieved through the CNM included:

- 204 actions representing the synergy of potentialities in the region were identified from the CNM exercise.
- Triangular negotiations involving (beneficiary country, pivotal country & financing institutions) of the identified actions were held; feasibility of actions were also

discussed leading to a final selection of actions representing synergies of potentialities in the region.

- The Tunisian institutional potential was revealed to both beneficiary countries and donors.
- Better knowledge of each participating country's priorities and development challenges, a valuable tool for planning future well tailored proposals and initiatives to needs.
- The network of all involved parties: Participating African countries, donors and the Tunisian institutions is extended and updated.

Key contributing factors of the CNM can be summarized as follows:

- Willingness of Tunisia to share its experience with other African countries, to demonstrate its high potential for expertise provision to these countries and to strengthen its position as a pivotal country
- Strong partnership between Tunisia and the UNDP (financial and institutional support, and information sharing)
- Strong commitment of national institutions to provide proposals for technical cooperation and follow-up
- Active Assistance and reactivity from executives of partner countries in data collection and follow-up
- Commitment of international financing organization to provide support to the initiative at all stages of the process.

The Capacities and needs matching exercise is a valuable innovative initiative. Countries need to make such initiative even at smaller scale (Regional) in order to identify and make effective use of its existing opportunities for cooperation. In order to put in place such initiatives, countries ought to have strong partnership with international organization, and establish effective communication channels for effective information sharing in the field of technical cooperation.

Case 4. JICA-ASEAN Regional Cooperation Meeting (JARCOM)

JARCOM is a demand-driven project formulation mechanism to promote South-South cooperation among ASEAN member countries with support from JICA. The members of JARCOM are Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand, Timor-Leste and Vietnam. JICA sponsors the annual JARCOM meeting as a working session to bring together demand and supply expertise in the participating countries. This is done by;

- Identifying needs and matching them with existing resources.
- Providing information on existing resources such as ongoing resources, training institutions, experts and lectures.
- Providing technical and financial support to assist in formulating the activities, studies and workshops.

- Monitoring and reviewing regional activities
- Cooperation with other regional activities.

JARCOM uses three modes of cooperation:

- Third Country Training Programme (TCTP). This programme brings Cambodian national officers or other ASEAN partners to a second ASEAN or non-ASEAN country for training.
- Third Country Experts (TCE). This programme sends non-Japanese experts to ASEAN beneficiary countries.
- Technical Cooperation Projects (TCP). These projects are a combination of training and technical experts.

This good practice is implemented by regional and national JICA offices working closely with government officials to assist in identifying needs and to then formulate requests for assistance. At the same time resources for assistance are also identified and publicized to participants. An elaborate secure web site has been created for the benefit of members to investigate possible interactions and to make formal requests and offers, or to seek assistance.

Over the years, the programme has been reviewed in order to improve its procedures and efficiency. There is a formal strategy for putting programmes in place. It begins at the annual meeting where needs are matched. Afterward, the projects are formulated and officially submitted for government approval. They are reviewed by government and then adjusted if necessary for final approval. If approved, they are implemented within the year. Programmes can also be formulated on an ad-hoc basis.

For example, as of 2006, The TCTP programme implemented 57 courses for Cambodia-Lao PDR-Myanmar-Vietnam (CLMV), and Timor-Leste. 556 trainees from CLMV participated in courses. The implementing countries were Indonesia, Malaysia, Philippines, Singapore, Thailand and Vietnam. Costs were shared with JICA. TCTP provided to Cambodia in 2008 included: Seminar in Monitoring and Evaluation in Malaysia (26 participants), Programme for SME's Development in Malaysia (18 participants), Rice Post-Harvest Technology and Methodologies in the Philippines (15 participants), Conformity Assessment Needs and Approaches in Singapore (20 participants).

Another case of good practice (TCP) is the HIV/AIDS Regional Coordination Centre Project (RCC). Based at Mahidol University in Thailand, this project is implemented by the ASEAN Institute for Health Development (AIHD) and assists CLMV countries.

Case 5. The South-South GATE (SS-GATE): Track I-Technology and Assets Exchange

The SS-GATE programme aims at 'providing a global and sustainable South-South transaction platform that facilitates market-driven and transparent exchange of technology, assets, services and financial resources among private sector, public sector, and civil society for the inclusive growth of countries in the South'. The ultimate goal of the SS-GATE programme is to create a new mechanism for technology and asset exchange for SMEs in developing countries.

The SS-GATE programme is an umbrella programme with four composing elements promoting: (a) SME technology exchange to upgrade productivity (Track I); (b) creative industries exchange (Track II); (c) financing under-funded development projects (Track III); and (d) technology exchanges on Clean Development Mechanism (Track IV).

Track I pilot project aims at facilitating matching for SMEs in selected countries to identify partners and conduct technology transfer and investments through e-platform and physical services in collaboration with networks and participating organizations.

Track I Project implementation adopts the National Execution modality. CICETE plays the dual role of Government coordination and implementation while the Shanghai United Assets and Equity Exchange (SUAEE) acts as the collaborating partner.

Track I pilot project adopts a six-step strategy: a) Establish an effective public-private-partnership; b) Facilitate South-South SME business matching through the application of SUAEE's Transaction Management System and collaborating networks; c) Assess the feasibility of the system through gradual expansion of the scope; d) Maximize the successful business matching in the pilot by providing intensive facilitation and support services for investment planning and financial access; e) Brand 'the South-South GATE System Track 1' at global, regional and national levels; f) Explore partnership with other agencies.

Project activities carried out during the first year focused on capacity building of the SS-GATE system and demonstration of its usefulness.

The review meeting held in Jan. 2009 concluded the project as having achieved the following results:

- SS-GATE was set up as independent non-for-profit legal entity to operationalize the project; the launch was attended by the Presidents of General Assembly, High-Level Committee for South-South Cooperation and G-77
- \$15 million parallel financing from the Government of China
- \$300,000 mobilized from OFID
- 4 global networks signed working arrangement with SS-GATE, representing a total of more than 70 countries
- 4 successful business deals generated involving technology exchanges among China, Ethiopia, Gabon, Sudan and Vietnam
- The pilot initially covers Africa, Asia and the Arab States, focusing on Agro and pharmaceutical business sectors

The programme has been viewed as a good example of innovative mechanism to foster South-South cooperation. Although it is still too early to draw the final conclusion, the following factors still have contributed to the hitherto achievements of the track I pilot project of the SS-GATE programme:

- i) a good entry point. The programme addresses an issue that has been frustrating the development world for a long time, i.e. low rate of realization of investment

- after signing the MOU. The programme supports a market mechanism which is demand driven, transparent and cost effective;
- ii) appropriate project strategy: built on existing technology (SUAEE's Trading Management System started operation since December 2006), partnering with existing networks, taking an incremental approach;
- iii) strong support from the government: Minister of Science and Technology, Mr. Wan Gang attended the unveiling ceremony, and the deputy mayor of Shanghai participated in the Ground breaking ceremony; in-kind and in cash contribution to the project, free premises provided by the Yangpu District Government, access to SUAEE facilities, etc.;
- iv) strong ownership of the project authority;
- v) open programme design allows room for flexible expansion and alteration - The programme document covers only track I of the programme while track II, III, and IV will be determined based on results of track I.

Case 6. Strengthening Mathematics and Science in Secondary Education (SMASSE) in Niger (Kenya – Niger –Japan)

Kenya launched SMASSE project with bilateral technical cooperation by JICA in 1998 to improve the teaching of mathematics and science education in the secondary education. Under the project, the In-service Education and Training (INSET) for upgrading skills and competence of teachers was introduced and expanded at the national level. The INSET was based on a new pedagogical approach, called the ASEI/PDSI (Activity, Student, Experiment, and Improvisation/ Plan, Do, See, and Improve) approach, which aims to make teaching and learning more student-centred. As a result of SMASSE/INSET intervention, the national examination results in mathematics and science has been improved since 1999.

The success of Kenya SMASSE has also led to the foundation SMASE-WECSA (the Association of Science and Mathematics Education in Western, Eastern, Central and Southern Africa). The SMASE-WECSA is conducting activities to spread an approach of restructuring the lessons for mathematics and science education across over 30 member countries. The Centre for Mathematics, Science, and Technology Education (CEMASTEA) was established in Kenya as the Secretariat and resource centre for the SMASE-WECSA in 2003; and Kenya started South-South cooperation to SMASE-WECSA member countries through Third-Country Training Programme (TCTP) and through Third-Country Expert (TCE) scheme under the triangular cooperation arrangement with JICA.

Niger is one of the SMASE-WECSA member countries. The population of Niger is estimated at 11.8 million inhabitants. The school enrolment rate is the lowest in the world. In October 2003, Niger started its ten years Education Development Program. Through this program, Niger would like to reach the goals of 'Education for All' by the year 2015. The success of which will result in an influx of students graduating from primary school. This will increase the secondary education's needs in terms of infrastructure, equipment and training, which are already struggling. This is why Niger teachers and instructors set

up the association for the promotion of Mathematics and Science; which allowed Niger to become a member of SMASE – WECSA.

The main purpose of the project in Niger is to improve classroom practices of Mathematics and Science teachers with the overall objective to improve the ability of mathematics and science of Junior High school students. To achieve the project goals, a cascade system will be initiated: National Trainers (25 in number) will be trained in Kenya. On their return, they will train 147 Regional Trainers, 155 school principals and sensitize all stakeholders in the pilot regions. The Regional Trainers will train 954 teachers in the field. Pre-Service Training is assured by Ecole Normale Supérieure of Niamey (College of Education), which has already signed an Agreement with Kenya CEMESTEA in order to develop the ASEI/PSDI approach.

The extension of SMASE to Niger is a good example of a demand-driven approach to South-South cooperation. Under the above-mentioned Agreement, Kenya has provided training (training for trainers) to Nigerien participants on the afore-mentioned ASEI/PSDI approach, making full use of their experience and expertise. Study visits of Nigerian senior education officials to Kenya have been also made at the early stage of the cooperation. These have created a platform to exchange lessons learnt and good practices for tackling similar educational barriers.

Another good practice emerging from this cooperation is the success of Niger in incorporating this triangular cooperation in its educational development strategy and in the receiving of required knowledge and experience as part of a country programme supported by donors. This has brought by the leadership and commitment of the Nigerian senior education officials, some of who have visited Kenya under the above-mentioned study visit.

The successful instigation of this triangular cooperation was made possible by the enthusiasm by which the implementing institutions approached the overall initiative. A regional consensus attesting to the desirability and importance of the work being done in Kenya set a good motivational precedent for not only the go ahead for incorporation, but for full in country governmental support. This is clearly highlighted by the extent to which the Nigerian government has committed financial resources as well as the prevalence of SMASSE related policies in Niger's overall government policy in the area of mathematics and science.

The success of this approach to the strengthening of science and mathematics method throughout participating countries has been enabled by the willingness of the member countries to exchange lessons learnt.

Case 7. The Pistachio Growing Project in Turkmenistan and in Uzbekistan (Turkey- Turkmenistan and Uzbekistan)

The project was carried out by TIKa from 2006 to 2008 in collaboration with the Ministry of Protection of the Nature, Turkmenistan and the Ministry of Agriculture and Irrigation, General Directorate of Forestry, Uzbekistan. The aim of the project was:

- To share the experiences of Turkey in pistachio production with Turkmenistan and Uzbekistan,

- To create new sources of income to the people living in rural areas of Turkmenistan and Uzbekistan, increase the household income and contribute to the national economies of these countries,
- To create an environment, where Turkmenistan and Uzbekistan become among the leading exporting countries in world markets, since pistachios constitute good exportable products,
- As a result of selection work carried out in the wild pistachio trees, identify those types which possess exceptional characteristics, thus contribute to the enrichment of the quality improvement research work,

Turkmenistan and Uzbekistan being the motherlands of pistachios, together with extremely suitable soil and climate conditions for pistachio cultivation, presence of wild pistachio species in abundance, and limited use of this immense potential so far were the main factors supporting the initiation of this Project.

The project was conducted under cost-sharing with Turkmenistan and Uzbekistan. TIKa covered the expenses related to; (a) providing the technical know-how with the experts from Turkey, including the international flight tickets and per diem, as well as for the equipment and material, and (b) organizing a workshop on pistachio cultivation. The counterpart organizations in Turkmenistan and Uzbekistan (assumed the following duties: (a) allocation of necessary land for the establishment of the pistachio nurseries, (b) establishing the pistachio nurseries, (c) cost of the lodging, food, etc., of the farmers who receive training, and (d) establishment of an exemplary garden.

- Benefits of the project are similar for both Uzbekistan and Turkmenistan. They include:
- Mobilizing new areas and products for agricultural production
- Developing new varieties which can have better market opportunities,
- Introducing new employment opportunities for farmers living in rural areas, eliminating poverty,
- Contributing to the development of national economies.

TIKA, through the experts from the Pistachio Research and Development Institute, provided the necessary technical expertise in the formation of new pistachio orchards. Equal importance was given to the training of Uzbek/Turkmen technical personnel both in Turkey and in partner countries.

Progress achieved so far can be summarized as follows:

i) Establishment of training centres and conducting Training Activities

- Training of 30 experts in Turkey on the topics of grafting of the wild pistachio trees, growing of saplings under grafted and non-grafted, as well as in open and closed environment conditions, preparation for grafting and pattern pruning, fertilizing, irrigation, orchard establishment, selection of species and warehousing and processing of pistachios,

- Assigning 7 experts from the Gaziantep Pistachio Research Institute, Ministry of Agriculture and Rural Affairs (Turkey), who went to Turkmenistan at different periods of time to train more than 50 Turkmen experts on grafting, growing of grafted and non-grafted saplings and general training on pistachio cultivation, a similar training was also provided to Uzbek experts,
- Training centres were established in Turkmenistan and Uzbekistan for training the farmers on the cultivation of pistachios, almonds and walnuts.
- A booklet was prepared by the project experts for the Turkmen and Uzbek farmers who were planning to cultivate pistachios. 500 copies of this booklet were printed in Turkmen and Uzbek languages.

ii) Establishment of a pistachio nursery

In Turkmenistan and in Uzbekistan, both open and covered nurseries were established.

iii) Selection works

The experts from Turkey and partner countries jointly conducted selection works in a total area of 2,000 hectares in regions where wild pistachio forests were heavily concentrated in both countries, grafting pieces were taken from some very superior quality forms, and grafted in the collection orchards. Furthermore, the locations of these forms were identified with a GPS instrument.

iv) Establishment of exemplary pistachio orchards:

As part of the project activities, two exemplary pistachio orchards were established with the grafted and non-grafted saplings, one in Ashgabat, Turkmenistan and the other in Samarqand, Uzbekistan.

v) Organizing of a workshop:

In order to share the project results with the Turkmen public opinions and other Central Asian countries, a two-day workshop was held in Ashgabat, Turkmenistan for May 2009.

With the establishment of the nurseries and exemplary orchards, it is believed that main part of the project has already been completed. The remaining work is to deliver the saplings to the farmers, who are interested to grow pistachio trees; and to maintain the nurseries and the exemplary orchards at least for 4-5 years, at the end of which these trees will bear fruit, which can be marketed domestically and internationally.

Case 8. Development of Peruvian Scallops in Casma (Chile – Peru)

This project (Development of Peruvian Scallop Aquiculture by artisanal fishermen in Casma) was conducted from August 2004 to July 2007 with the triangular cooperation of Chile and Japan (JICA), forming the 'Japan-Chile Partnership Programme' (JCPP). The objective of the project was to improve the quality of living of the artisanal fishermen in the Province of Casma, through the production of Peruvian Scallops (*agropecten purpuratus*) as a profitable activity.

The project involved a training and productive extension system for more than 40 fishermen (members of the José Robles Ramírez Association), as well as the design of a profitable production model for Peruvian Scallops. Involved organizations included the Chilean 'Chinquihue Foundation' (experts), the Northern Catholic University of Chile, JICA Chile, International Cooperation Agency of Chile, JICA Peru, the Peruvian National Fund for Fishing Activities, and the Peruvian International Cooperation Agency.

In terms of results, the project was classified as very successful, owing to some key factors:

- i) The high level of pertinence of the project. It attended the critical needs of the target group. Traditional gathering of this product has been becoming less profitable and Casma artisanal fishermen recognized the importance of upgrading from simple gatherers to technified producers. However, they lacked the modern technique and managerial skills to implement a more sophisticated style of production.
- ii) The efficiency of the training program. The experts from JCPP offered relevant courses that were highly appreciated by the beneficiaries. One reason for the appropriateness may have been that one of the training providers began as a small fishermen association, very similar to the beneficiary.
- iii) The use of internships. Members of the fishermen association and other related organizations (e.g. the Women Committee), conducted internships that were described as 'high-impact activities' for the project.

The Peruvian Scallop project suggests that great value may be created when a domestic project is replicated abroad with the assistance of the original beneficiary. This allows the gained experience to be effectively applied to a similar experience.

Case 9. Zambia-Malawi-Mozambique Growth Triangle

Growth triangles are transnational economic zones spread over geographically neighbouring areas in which differences in factor endowment of three or more countries are exploited to promote external trade and direct investment for the mutual benefit of the participating countries. They are normally private sector driven with the public sector playing a supportive and facilitating role. Inspired by the successful experience in South-East Asia towards poverty alleviation; freer movement of goods, people and services, cross border trade and investment, the Zambia-Malawi-Mozambique Growth Triangle (ZMM-GT) initiative was conceived by UNDP-Zambia and evolved in consultation with its sister country offices in Malawi and Mozambique and the private sector, all in the spirit of South-South cooperation. The ZMM-GT emerged as a public sector- private sector dimension of UNDP supported Programme for Innovative Cooperation among the South (PICAS). PICAS was concerned with practical, operational activities of innovative nature among countries of the South with focus between Asian and African countries. At the request of the Government of Zambia, and on behalf of the Malawi and Mozambique, the Foreign Investment Advisory Services (FIAS) of the World Bank and the International Finance Corporation (IFC) undertook in May 2001 a study of the ZMM-GT, resulting in a report that defined the policy priorities, functions, role and structure of the Coordinating Secretariat and the implementing agency of the initiative. The Report,

which was endorsed by ZMM-GT stakeholders in Mozambique, also identified priorities and opportunities of the ZMM-GT in the following areas: agriculture and agro-based industries, capacity building of the private sector, information and communications technology, infrastructure improvements, competitiveness and supply chain analyses, and cross-border trade and investment.

Following the adoption of the FIAS report at the meeting in Tete, Mozambique, implementation of the ZMM-GT started in 2002/2003 with a grant of US\$ 70,000 from G-77 Ambassadors to the UN, with Government of Zambia hosting the ZMM-GT Secretariat. In its short evolution with support from UNDP Regional Programme (up to May 2001) the ZMM-GT has witnessed effective partnerships with the relevant UNDP Country Offices, UNDP-SU/SSC as well as UN Volunteer Programme, which made available interns and volunteers under the Japanese sponsored TICAD. Of particular significance in evolution of the initiative is that the Third Africa-Asia Forum held in Malaysia in May 2000 fully endorsed the concept of growth triangle as well as its adaptability and its application to Africa. Accordingly, the Forum recommended that support to private sector led initiatives such as the ZMM-GT, should be intensified while at the same time, the Growth Triangle model should both serve as an appropriate and effective framework in responding to the challenges of the Asia-Africa cooperation and replicated in other areas of Africa.

Growth Triangles are still a relatively recent phenomenon and the concept is still evolving. The base of experience to draw upon is therefore limited even in Asian Growth Triangles. The implementation phase of the ZMM-GT commenced effectively in 2003 with the adoption of its Business Plan and the signing of the Memorandum of Understanding by the three Governments. As such, it is too early to assess the likely long-term socio-economic impacts of the project as a whole, or of the individual elements. However, notwithstanding the above limitations, there are a number of significant achievements and impact that can be mentioned, and these are discussed briefly below.

Measures have been put in place for enhanced cross-border trade among the three (3) countries. These include:

- Improved infrastructure of the main border post between Zambia and Malawi.
- Improved communication facilities by linking border posts to a satellite Wide Area Network, VSAT and communication by voice, facilitating fast decision making on clearance for goods.
- Refurbishment of a block that houses both customs and immigration to international standards.
- Signing up by the three countries to international convention including the Revised Kyoto Convention on the Harmonization and Simplification of Customs procedures.

Through the 'Growth Triangle' business partners, processed fish, worth US\$10 million is exported from Tete province in Mozambique to Zambia, Malawi, Angola and the Democratic Republic of Congo.

- Facilitation of business linkages and networking among the private sector operators themselves and their counterparts in Asia (Malaysia, Thailand, Philippines, Indonesia, India)
- Publication of various promotion materials on South –South Cooperation as well as a book on Public-Private Sector Partnership for Sub-regional Development : The Case of the ZMM-GT.
- From a policy reform perspective, it is clear that the ZMM-GT countries are attaching an increasingly high importance to regional cooperation and cross-border collaboration as a means of promoting greater levels of economic growth and development (see Box below.). The signing by the three Governments of the Memorandum of Understanding (MoU) of the ZMM-GT is a testimony to this.
- Elaboration of joint projects among the three countries in tourism, agriculture, agro-industry, infrastructure, light manufacturing, trade and cross-border investments.
- It is since the inception of the ZMM-GT and a follow up to the various reports as concern the importance of infrastructure development within the sub-region that renewed efforts was put into commencing (nearly complete) the CHIPATA-MCHINJI rail line project, which had been stalled over 20 years. The Chipata-Mchunji rail line connects through Nacala rail the two land-locked countries of Zambia and Malawi to the Port of Nacala in Mozambique.
- Inspired by the experience of the ZMM-GT governments of the Great Lakes Region have adopted the growth triangle concept for the development of border zones and human security as well as promotion of trade, peace and security in that war-torn region.

The experience to date in the ZMM-GT provides the following lessons on South-South cooperation: First, the most important requirement for the success of any South-South arrangement is for the participants and promoters to be politically committed to the endeavour. Leadership plays a very vital role, too. Other important factors are the existence of comparative advantage, geographic proximity, cultural affinities, and business links.

On the other hand, the ZMM-GT has also challenges. That is, progress on the implementation of the ZMM-GT has been modest due to lack of adequate funding for the bi-national or tri-national projects that have been identified in the Triangle.

Speech by Vice President of Malawi on the ZMM-GT

‘The Growth Triangle is excellent example of how Africa can benefit from South-South co-operation and learn from successful Asian endeavours in promoting sustainable growth with the private sector driving the process. The Growth Triangle concept represents a new way of enhancing regional integration in Africa and, in essence, represents the implementation at the local level of the objectives of the African Economic Community (AEC) to achieve African integration.

Malawi is a landlocked country that offers geographical proximities to our Zambian and Mozambican neighbours that can be exploited to enhance development. Through trade, transport and communications, among others, Malawi also stands to benefit from economic complementarities with our neighbours by exploiting economies and position them better in order to take advantage of global markets.’

Rt. Hon. Justin Malawi,
Vice President of the Republic of Malawi,

November, 2000.

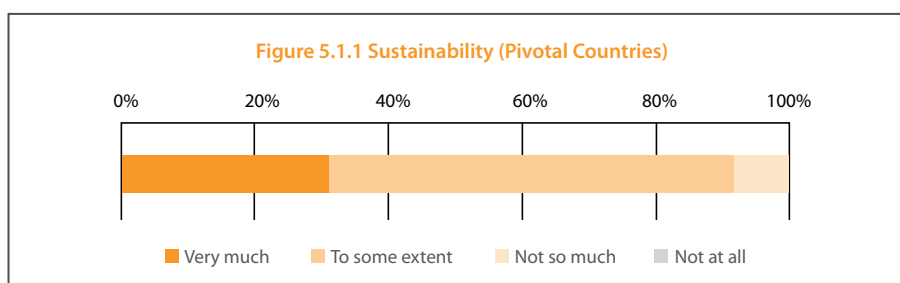
5. SUSTAINABILITY

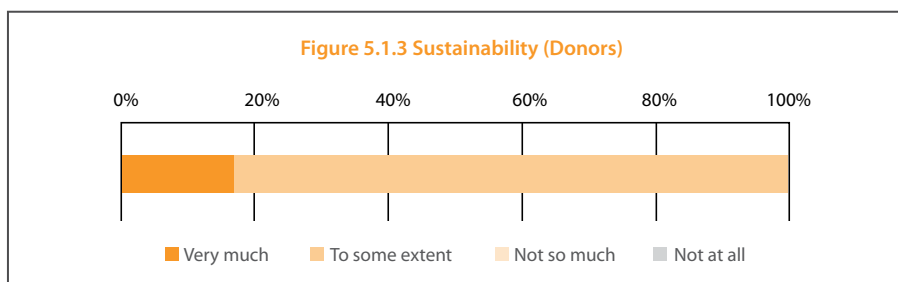
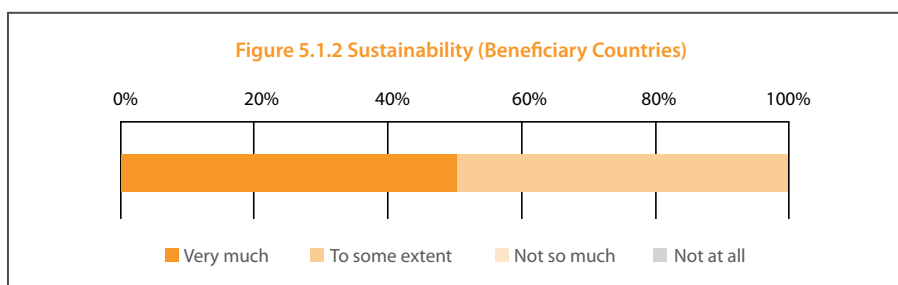
Experience sharing has tremendous value in it. Beneficiary countries can learn from the practical experience of pivotal countries as to how development policies and programmes were implemented in conditions specific to developing countries. However, acquired knowledge is not necessarily replicable to the situation of beneficiary countries. Lack of mechanisms to enhance localization of the results of South-South cooperation reduces the chance of sustainability of the cooperation. Further, in relation to the fact that South-South cooperation of pivotal countries is in many cases in the form of training in their own countries, sustainability of the outcomes of the cooperation is always a challenge. Also, since training is, by nature, provided to individuals, its impact is limited unless the results are institutionalized. How can pivotal country and beneficiary countries succeed in creating a mechanism to enhance sustainability of cooperation? This chapter looks into these issues, based upon survey results and selected case studies.

5.1 CURRENT SITUATION

Sustainability and Influencing Factors

To what extent is sustainability ensured in South-South cooperation programmes/projects? Figures 5.1.1, 5.1.2, and 5.1.3 show the answers from pivotal countries on the sustainability of the programmes/project provided by them, from beneficiary countries on that of the programmes/projects received, and from donor and international organizations on that of the programmes/projects that they support. The figures indicate that all the parties consider that sustainability is ensured to a certain extent.





The survey also asked about key factors promoting sustainability. Both pivotal and beneficiary countries as well as donor and international organizations listed as factors strongly influencing sustainability ‘technology and know-how fitting in the needs, capacity, and context of the beneficiary countries’. However, while all the donor and international organization attach importance to such issues as ‘leadership, commitment, and incentive at the individual and organizational level’ and ‘creation of mechanism’ as a factor strongly influencing sustainability, fewer pivotal and beneficiary countries marked these as such a factor (see Figures 5.1.4–6). The results indicate that pivotal and beneficiary countries pay more attention to technical aspects, such as appropriateness and adaptation of technology and know-how, than institutional aspects, such as mechanism and incentives.

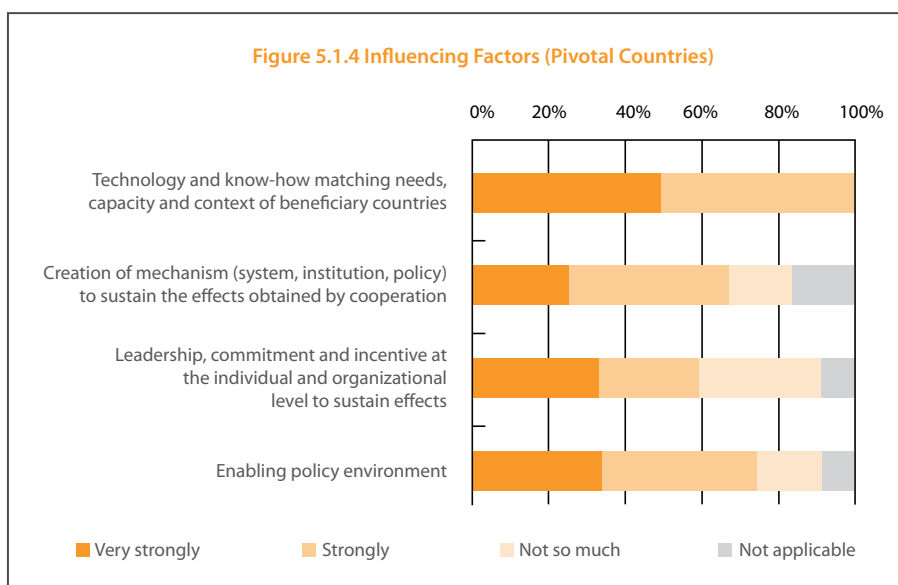


Figure 5.1.5 Influencing Factors (Beneficiary Countries)

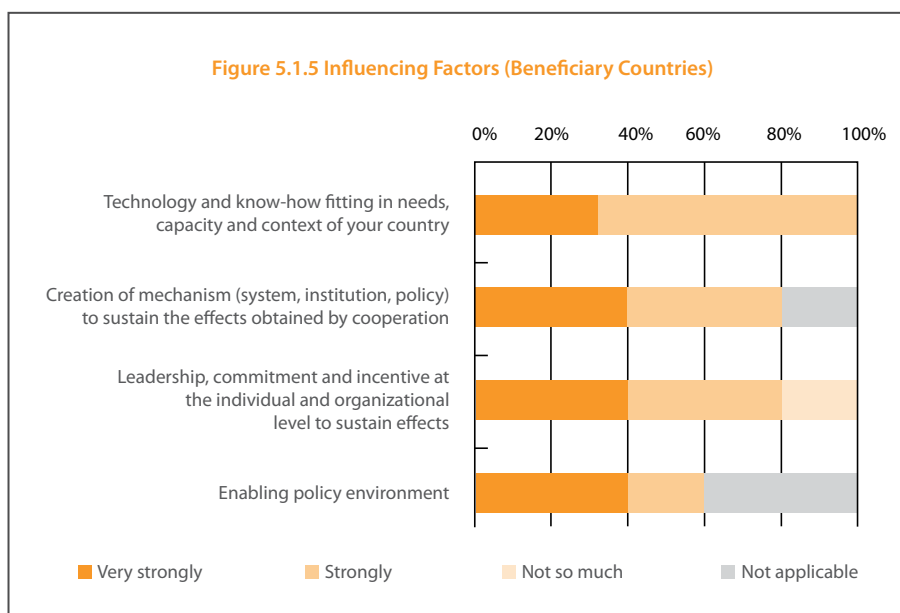
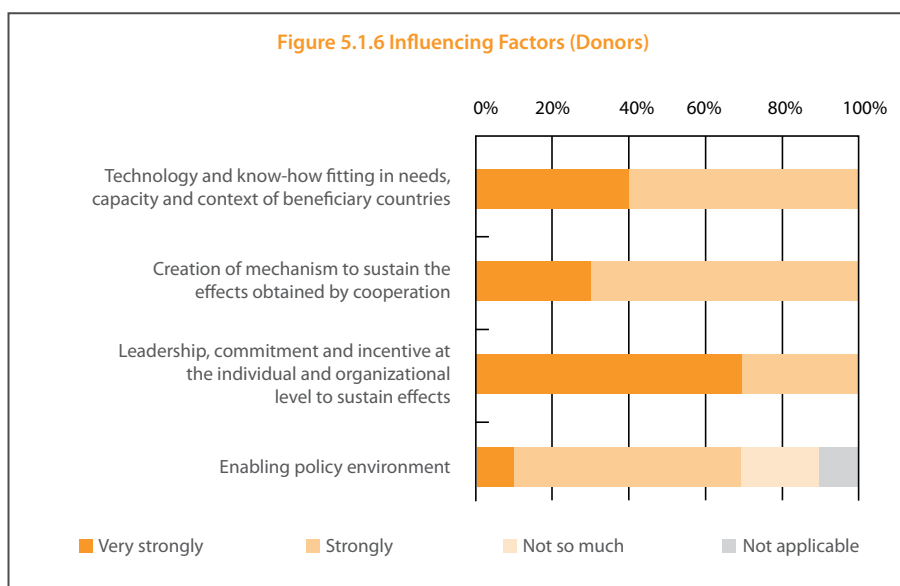
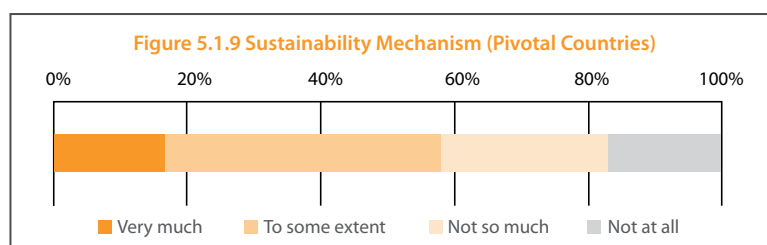
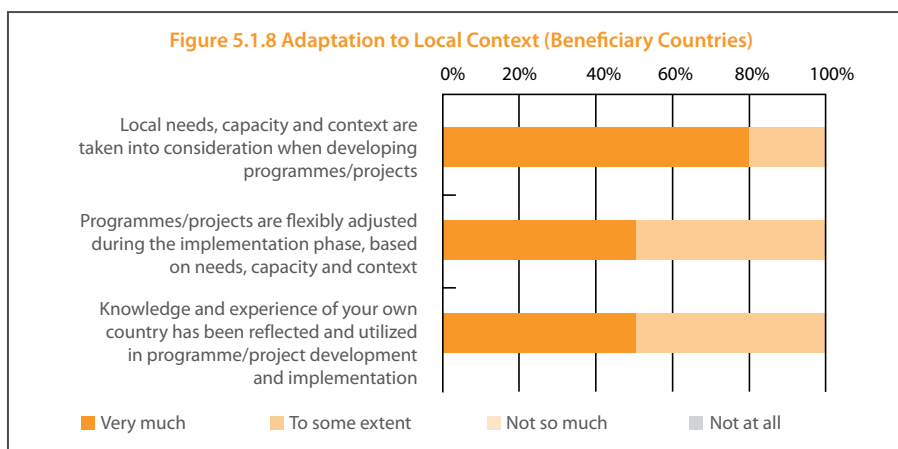
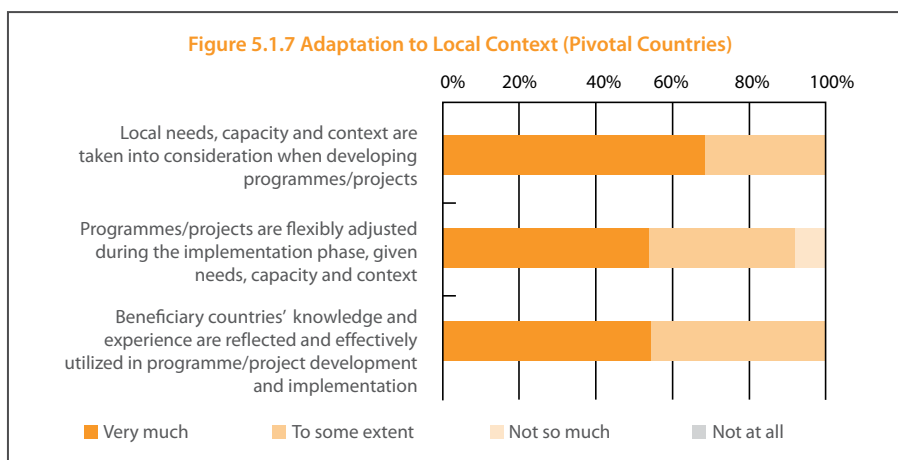


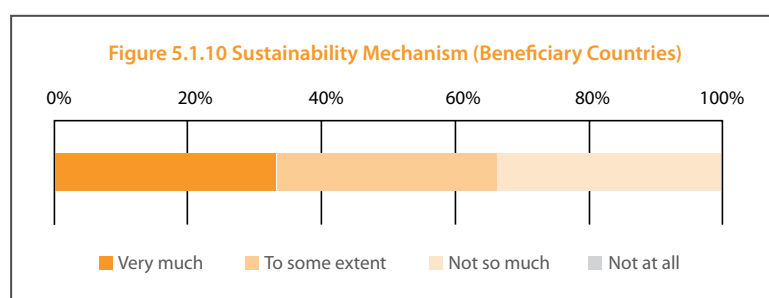
Figure 5.1.6 Influencing Factors (Donors)



A similar tendency is observed in their responses to the question on actual practices for ensuring sustainability. Both pivotal and beneficiary countries answered that South-South cooperation programmes/projects well reflect local needs, capacity, and context in programme/project development and implementation. On the other hand, only around 60 percent of both pivotal and beneficiary countries indicated that they consider mechanisms for ensuring sustainability in programme/project development and implementation (see Figures 5.1.7–10).



As for successful experience in ensuring sustainability, pivotal and beneficiary countries mentioned such examples as: pairing a beneficiary country's expert and an expert from a pivotal country as a team to facilitate joint work and knowledge-sharing; sensitizing senior officials to ensure leadership, enabling policy environment, and resource allocation on the part of a beneficiary country; incorporation of the cooperation programme/project into the beneficiary country's development strategy; and inclusion of wider stakeholders and obtaining of their support. However, there were also comments that awareness about sustainability was not yet fully materialized although it is rising. With regard to the question on whether there is a mechanism of follow-up support to ensure sustainability, several pivotal countries answered that they monitor sustainability of cooperation results and provide follow-up support, if necessary. However, only a few countries have such mechanisms.



Sustainability and Impact of Training Courses

The survey asked pivotal and beneficiary countries how they dealt with challenges such as sustainability of training outcomes after the participants went back home, and expansion of impact of cooperation beyond the individual level, to the organizational and societal level. The responses from pivotal countries show that many countries take certain measures, including: reorientation of training courses from scholarship-type through training of trainers to training of all frontline actors in programme/project implementation; provision of training to an increasing number of officials from various levels of the same organization; provision of training in combination with other forms of cooperation, such as project; evaluation of the impact of training and feedback to the programming; support to the establishment of alumni associations of training participants in beneficiary countries and provision of follow-up support to the alumni. There were also comments that some triangular-cooperation donor and international organizations that support training courses also support pivotal countries' activities, such as evaluation and provision of follow-up support.

On the part of beneficiary countries, measures were mentioned such as: requiring participants in training to prepare reports regarding how to feed back the training outcomes into their work; assignment of training participants to a particular post for a certain number of years; and requiring training participants to pay back an amount equivalent to their salary for the period of training if they leave their job within a fixed period (e.g., 2-3 years) after the training.

5.2 GOOD PRACTICE CASES

This section presents five cases which include good practices to address the issues of sustainability discussed in the previous section.

The first two cases show examples of the projects which have succeeded in adapting the know-how and technology to the needs, capacity, and context of respective beneficiary countries and also in creating a mechanism for sustainability by establishing a new institution (in the first case) and by creating, under partnership with partner organizations of the beneficiary country, a mechanism to fund the training of farmers by using the sales incomes of products produced at the greenhouse introduced by the project (in the second case). Both cases indicate factors such as follows contributed to the sustainability and achievement of the projects: existence of demand on the side of beneficiary countries, commitment and leadership of the beneficiary country government, strong expertise of pivotal country's implementing organization and experts, active participation of the beneficiary-country stakeholders, close communication and joint work, change in awareness and recognition of benefits by the beneficiary-country stakeholders, institutionalization of the project activities.

The last three cases are the examples of training courses which have successfully addressed the challenges such as sustainability and impact of training courses. The first one ('Rice Cultivation Techniques') presents a concrete case, based upon the evidence from an external impact evaluation, that the knowledge and techniques acquired by individual participants have been successfully disseminated and lead to the impact (improvement of rice production) at the societal level. The second one ('Clinical Immunology of Infectious Diseases and Introduction of Molecular Biology') shows a case where the establishment of network between the implementing organization and ex-participants, continued follow-up support from the former to the latter, and an arrangement like a joint research with ex-participants have been contributing to not only the sustainability of the training outcomes but also further expansion of partnership between the above two parties, which also benefit the implementing organization. The last case in Malaysia ('Malaysia Technical Cooperation Programme (MTCP)') gives a comprehensive picture of various efforts having been made by a major provider of international training courses to ensure sustainability and impact of the training outcomes, to strengthen its training courses in order to meet the needs of beneficiary countries, and to further the partnership between Malaysia and the participating countries. These cases show that demand-driven programming of training courses, evaluation of the results of the courses and feedback of the evaluation result for improving courses, measures like a follow-up support help ensuring sustainability and impact of training courses.

Case 1. Institutional Development of the Sanitation Sector in Senegal (Tunisia-Senegal-World Bank)

The project was conducted from 1995 to 2008 by the Office National de l'Assainissement (ONAS) Tunisia under bilateral cooperation between Tunisia and Senegal. It aimed to propose an organization adapted to Senegal need in establishing a new sanitation institution (ONAS Senegal); and to put in place, start-up and operate ONAS Senegal (technical, financial and administrative). Under the project, fifty-two Senegalese executives

and managers of ONAS Senegal were trained in Senegal and Tunisia on various areas of sanitation on an i) institutional level: management, payment system, ii) operational level: sewerage collection, waste water treatment, monitoring, etc.

The World Bank, who financed a similar project in Tunisia and became aware of the level of experience and technical skills of ONAS Tunisia, helped matching the need of Senegal and the expertise of Tunisia.

The major achievements were the establishment of a new institution ONAS Senegal in 1996 and the success of the Senegalese sanitation sector reform. The important impact achievement consisted of upgrading the sanitation sector profile; strengthening of its governance; improving customer support (billing, payment collection, etc.); and improving the life quality of citizens and their environment.

The followings contributed to ensure the sustainability of the project:

- i) The establishment of ONAS Senegal helped developing the culture of sanitation practices in the country and working in accordance within the international standards and regulations,
- ii) The training of Senegalese resources led to their autonomy in operating sanitation. Consequently, Senegal can in the future use its experience to take over as a pivotal country in providing South-South technical assistance to other countries in the region with a light support from ONAS Tunisia.

Key contributing factors of the projects included:

- i) In the sanitation sector a good selection of involved institutions was crucial for the successful implementation of the project.
- ii) The development of institutional framework is a key factor to the success of such projects where other countries can share and benefit from it on a technical, operational and administrative level.

To reach the MDGs in the sanitation sector in Africa the institutional framework development is considered as an essential element in sharing experiences between developing countries. The Tunisia-Senegal South-South technical cooperation model confirms this observation. Several sub-Saharan developing countries are attracted by the ONAS-Senegal model and actively seek to adopt it within the framework of a SSC. Countries similar to Senegal can also adopt the ONAS-Senegal model, increase their technical ability, share their experiences and may take over to provide expertise to the least developed countries.

Case 2. Development of Modern Greenhouse Practice in Uzbekistan (Turkey - Uzbekistan)

Following its independence, significant advancements were achieved in the agriculture sector in Uzbekistan. On the other hand, there emerged an increased need for product diversification as a result of global warming and changing nature of market behaviours. Against this back ground, the project was carried out from 2004 to 2008 by TIKa, Ministry

of Agriculture and Irrigation and Ministry of Agricultural Mechanisation and Electrification Research Institute (UzMEI). The aim of the project is to develop modern greenhouse practice in Uzbekistan, increasing efficiency in agriculture, reducing unemployment through the introduction of new agricultural techniques, increasing farmers' incomes and development of country's economy through growing products which would have high market and export potentials.

Under the project, TIKa covered the expenses related to the preparation of the project for the 5,000 sq.m greenhouse and its construction, the fact finding missions, and Turkish and Uzbek experts. The Uzbek side covered the following costs: site preparation surrounding the greenhouse; connection of electricity, gas and water to the greenhouse; training costs of the Uzbek farmers at the greenhouse; and promotional expenses related to the greenhouse.

The project activities included:

- Organizing short term fact finding and orientation visits by the Uzbek farmers to those regions in Turkey, where greenhouse cultivation was heavily practiced,
- Preparing the project and construction of a poly carbon greenhouse with 5,000 sq.m area. The functions such as cooling, ventilation, irrigation, fertilizer spraying, etc., were all performed by computer control. (It has been shown that in the greenhouse, production of vegetables, such as tomatoes, peppers, cucumbers, as well as other products, like decorative plants, cut flowers, strawberries, etc., can be grown),
- Training of Trainers (both in Turkey and in Uzbekistan) and training of the Uzbek farmers in the established greenhouse in groups of 15 farmers for one week.

The greenhouse was constructed by a contractor from Turkey, who had been experienced in the construction of modern greenhouses.

The benefits of the project can be summarized as follows:

- Growing awareness of and interest in the greenhouse practice among the farmers and the bureaucrats in relevant governmental offices,
- Parallel to the decree of the president of the Uzbekistan related to the necessity of supporting investments in greenhouse practice, the farmers who have invested in greenhouses have been getting the necessary trainings,
- The vegetables grown in the greenhouse have attracted increased interest in domestic and foreign markets,
- Partner organisation channels the incomes obtained from the sales of the products to the training of the farmers.

Given the above achievement, the Uzbek Government also recommended this greenhouse be taken as an example to be replicated in the construction of new greenhouses.

Case 3. Rice Cultivation Techniques (Egypt -27 African countries –Japan)

The potential arable land in Africa is 637 million ha and about 68 percent of the total area is in reserves. Therefore, Africa has great potential for expanding its agricultural production in general and rice in particular. During the past three decades, the crop has seen consistent increases in demand and its growing importance is evident in the strategic food security planning policies of many countries

Japan International Cooperation Agency (JICA), the Egyptian Fund for Technical Co-operation with Africa (EFTCA) and Egyptian International Centre for Agriculture (EICA) agreed on conducting a training course on Rice Cultivation Techniques. The course was held at EICA, Cairo as a part of the Third Country Training Program.

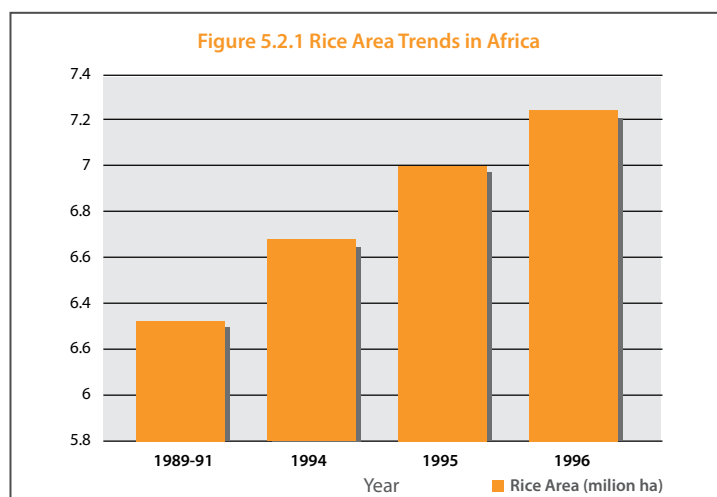
The course was designed to satisfy the needs of those working either at the research and/or extension levels. Over twenty years from 1987 to 2006, 283 African participated in the training course. The duration of the course was 5 months.

This programme was evaluated by end of 2006 by an external consultant. It was found that the impact of the training programme was reflected in terms of how the ex-participants utilized the knowledge and experience acquired in the training in their work. In Kenya, five ex-participants still in the field doing extension work which give the chance to disseminate the knowledge and skills among farmers. In Tanzania, Kilimanjaro Agricultural Training Centre aims at enhancing the technical capabilities of field personnel and key rice farmers with respect to irrigated rice cultivation through practical training and field tours. The rice production in Tanzania has been increased from 3.2t/ha in 2004 to 4.3t/ha in 2006 in six model sites.

One of the ex-participants improved the quality of rice from 60 percent to 68 percent showing to the farmers how to handle post harvest facilities. Another one contributed to the increase in rice production from 6 tons to 6.5 tons. A third one made a plot as a demonstration for introducing new kinds of variety rice, which learned from Egypt. In Niger, the ex-participants reported that the training improved their capabilities in identifying, preventing and treatment of rice diseases. Their supervisors indicated the improvement in the quantity and quality of rice production. The ex-participants also used to meet with the farmers during the market-day to discuss the problems they face and provide solutions. In Ghana, the impact of the training was reflected in the increase of rice production from 1 ton/ha to average ranges from 2.38 to 6 tons/ha according to the applied technology. The productivity increased from 20 bags (50KG per bag) per ika in 2002 to 35 bags (50KG per bag) per ika in 2007.

The impact was reflected as well in the increase of rice-cultivated area in Africa. This indicated in the Figure 5.2.1 from 1989 – 1996¹. The training course may partly contribute to this improvement. In addition, this shows that the training goes along with the African policies to increase rice area and meet the demand increasing.

¹ FAO 1996 Production Year Book Vol. 50 Rome



In summary, the training course has been implemented along with the needs and requirements of African countries to secure rice production as one of the major food crop. The relevancy of the course to the real needs in the targeted African countries has maximized the effect of the training program. The course has a positive impact on rice-cultivated area. The participants were able to disseminate the training experience to the farmers. The training was conducted in an international Training institution having the qualified experts and facilities. It also has research centres in the field, which enhanced the practice of skills. The set of materials provided in the course were available in both English and French.

Case 4. Clinical Immunology of Infectious Diseases and Introduction to Molecular Biology (Egypt – 21 African countries –Japan)

Most of African countries are in a situation where infectious diseases such as AIDS, ALT, and Hepatitis C virus; represent the major health menace. This enhanced the role of laboratory diagnosis and monitoring of such diseases for prevention. Recently, most of African countries adopted national programme for AIDS prevention. For appropriate diagnosis and control of such infections, they need to have technical expertise to carry out the job. The Faculty of Medicine, Suez Canal University (FOM/SCU), the Japan International Cooperation Agency (JICA), and the Egyptian Fund for Technical Cooperation with Africa (EFTCA), agreed on December 1995 on conducting a training course on clinical immunology of infectious diseases. The course was held at the FOM/SCU, Ismailia, under JICA's Third Country Training programme and attended by 169 African participants over the period from 1999 to 2008.

Participants of this course primarily included Sub-Saharan African researchers who are involved in training or supervision of staff working in the field of laboratory medicine and immuno-diagnosis. The course was designed mainly for bench worker physicians to upgrade their practice and research capabilities, including research design.

The project impact is reflected in different ways such as, a protocol research was developed in Madagascar, in collaboration with the training centre at Suez Canal University, on 'An epidemiological Study of Infectious Diseases specially HIV and Hepatitis B/C'. Other participants were able to apply these new techniques, such as the application of the

flow cytometry technique in their labs, the molecular diagnosis techniques in oncology diagnosis and the quality control approach in their labs.

For ensuring sustainability, the training programme was meaningful in terms of promoting networking and cooperation among developing countries. This was achieved during the course through exchanging information and providing presentation. FOM/SCU developed a mechanism for keeping communication among the participants via e-mails for asking advice or up-dating information. The list of ex-participants of former years was always attached to the General Information of the current year in order to provide access for nominees to get in touch with ex-participants for consultation and clarification. Joint research programmes were also established among ex-participants from different countries to exchange information and data collection. The implementing organization at Suez Canal University plays a key role in keeping the link among them actively sustained.

In general, the programme is considered an evidence of the successful triangular technical cooperation between JICA and African countries. Since the infectious diseases are threatening the humanity in Africa and representing a major public health problem particularly in HIV and Hepatitis B/C, the programme was designed in consistence with the development policy in the African countries. The factors promoted the impact of the programme are; Egypt is convenient place for conducting the training rather than Japan because it is an African country shares with other African countries their common health problems, especially that regarding the infectious diseases. In addition, In Egypt, there is a sound basic medical research activities. The selection of Faculty of Medicine/Suez Canal University (FOM/SCU) was also convenient because there were many participants from this university attended the same course in Japan and they modified the Japanese course and updated it to be more suitable to the African countries. Moreover, the faculty is a problem based community oriented and it is a collaborating centre with WHO for health human resource development.

The level of the training institution meets one of the highest standards internationally in terms of lecturers, equipment, laboratory, accessibility of information resources and management of training event. As a whole, the course is very stimulating and opens up many research areas. A network of African Scientists was developed and linked to a group of international experts who can provide advice and information in the related issues.

Case 5. Malaysia Technical Cooperation Programme (MTCP) (Malaysia-138 countries – Japan, UNDP, IDB etc,)

Malaysia views South-South Cooperation as a 'smart partnership' framework for Malaysia to share her development experience and expertise with other developing countries in line with the policy of 'prosper thy neighbour'. This policy is the philosophical basis of Malaysia's bilateral technical cooperation programme. As a former recipient of technical cooperation, Malaysia has a wealth of development experience to share with other developing countries, especially in specific areas in which Malaysia has strengths and expertise.

Modalities of MTCP

Malaysia's support of South-South cooperation is based on the principle of equality and mutual benefit. It further recognises that South-South cooperation can play a significant role in achieving the international development goals, including the MDGs. Malaysia's technical cooperation programme, the MTCP, aims at strengthening its relationship with other developing countries through trade and industry and to provide assistance in selected areas. In adopting a partner-in-development approach, Malaysia extends its South-South cooperation through five modalities:

Provision of long term fellowship and scholarship: MTCP offers full scholarship to qualified candidates to pursue undergraduate studies at degree level and postgraduate studies at Masters and PhD level at various Malaysian public and private Universities under the Malaysian International Scholarship Programme.

Provision of short term specialized training: The courses are conducted at various training institutions and Government agencies in Malaysia and they range from public administration and management to agriculture management and veterinary services. Some of these courses are customized to meet the individual needs of countries, including at the regional level, e.g. for the CLMV countries, ASEAN and Sub-Saharan African countries.

Study visits and practical attachments: The study visits and practical attachments provide participants with the opportunities to learn directly about Malaysian development agencies and project areas. This is to enable practitioners and officials in public agencies from other developing countries to acquire hands-on experience. Most of the study visits are funded by the Government of Malaysia; however some of these were conducted in cooperation with third parties including the UNDP, JICA and the Islamic Development Bank.

Advisory services: Since the 1990s, Malaysian experts and advisors have been dispatched to other developing countries in response to specific requests from the MTCP participating countries to assist in their development offer through the transfer of knowledge and skills. Most of the costs of the advisory services are funded by the Government of Malaysia but in some cases host countries also fund the local costs.

Socio-economic projects and provision of suppliers and equipment: This is done on a very selective basis and is usually in response to specific humanitarian causes or to meet the particular need of the requesting country

In terms of funding, the MTCP is financed through the following modalities:

Full funding by the Malaysian Government: This is the major source of funding for short-term specialized training as well as for long-term programmes.

Cost-sharing: Under this cost-sharing arrangement, the more advanced developing countries or third parties share the cost of training with MTCP.

Full funding by the participating country: Under this funding arrangement, countries can sponsor their officials to undergo on-the-job training or for study visits under the MTCP. In 2008, the Government of Sudan sent a group of officials to Malaysia to learn more about development.

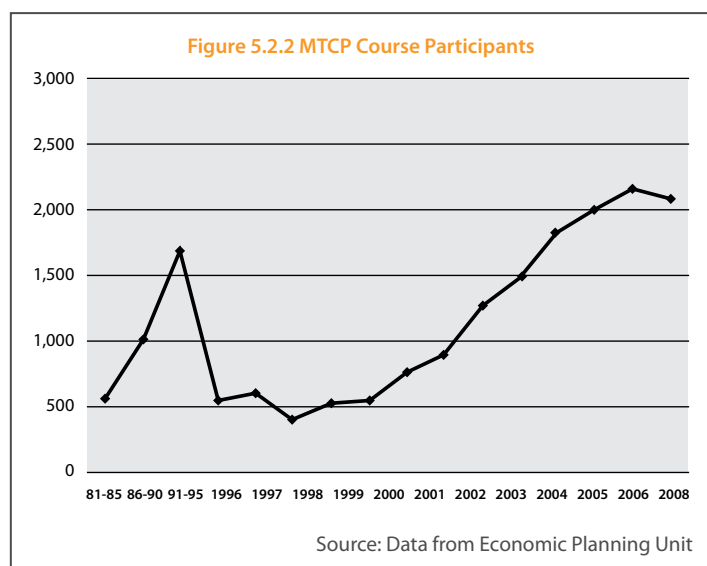
Third party funding: Training and study visits can be financed by third parties, with donor countries and multilateral organisations bearing related costs while Malaysia provides the training or hosts the study visit. Increasingly, MTCP activities funded by third parties have become a popular funding option. (Examples: In 2008, Japan supported the study visit of a Tanzania EPZA to learn more about free zone development; UNDP supported the study visit of an Ethiopian delegation to learn about regional corridor development in Malaysia.)

Since the inception of the MTCP, a total budget of RM600 million has been allocated for the Programme. Although small when compared to donor budgets, the MTCP budget has steadily increased from RM45 million during the Fourth Malaysia Plan period (1980-85) to RM200 million under the current 9MP. Of this, 75 percent of the budget has been allocated for human capital development. The MTCP interventions that focus primarily on capacity building and human resource development are made available at all levels: for individual (through long-term and short-term courses); for organisations (through attachment of officials with relevant agencies and assignment of experts to assist organisations); and for institutional policy (through advisory services in response to requests). This broad approach has enabled the Programme to reach out to a large number of developing countries.

MTCP Outreach

Since its inception, the MTCP has grown in depth as well as in coverage. Starting with the five ASEAN countries, the MTCP currently reaches out to 138 countries from Africa to the Pacific Island countries. As of December 2008, more than 20,554 participants have undergone training under the Programme (see figure below).

MTCP statistics show that for 2007, out of the 2,471 participants that attended training under the MTCP, 64 percent were from Asia, 25 percent from Africa, 7 percent from Eastern Europe and the CIS, 3 percent from Latin America and the Caribbean and 3 percent from Oceania.



Networking Strategies

To strengthen SSC, the MTCP collaborates with donor countries and multilateral organisations. This North-South partnership enriches SSC and has enabled trilateral cooperation modality to be implemented as in the case of Third Country Training Programmes (TCTP). Under this arrangement Malaysia bears the manpower and operation costs while the international partner bears the international cost of training. MTCP has been organising programmes with international partners such as UNDP, JICA, IDB, the Commonwealth Secretariat and the Colombo Plan. Malaysia plans to extend this modality with donor countries like Denmark (under DANIDA) and Australia (AusAID). This modality of cooperation will become the main form of cooperation in the future as Malaysia is expected to play the role of a development partner in the form of cost-sharing.

One of the steady partnerships of the MTCP has been the cooperation with JICA to implement various training programmes and utilising various programmes of cooperation, including the TCTP as the main modality, the Third Country Expert and the Japan-ASEAN Tripartite Cooperation Project. In 2001, following an agreement reached between EPU and JICA, all TCTP courses are implemented on a 50:50 cost-sharing basis. TCTP courses utilise Malaysian experts and training facilities to train officials from the developing countries.

More recently, Malaysia has also been applying the cost-sharing mechanism as in the expert attachment to Namibia, whereby the local costs were borne by the requesting country.

MTCP networking also includes Malaysian private sector which supports SSC through various initiatives such as study visits and international business forums. Most of the private sector SSC activities are implemented through two South-South organisations set up by the private sector, namely the Malaysian South-South Association (MASSA) and the Malaysian South-South Corporation (MASSCORP). Malaysia has also included government corporations to fund some of the SSC activities as in the case of the SMART school programme in the CLMV countries (6.2, case 6).

The large number of participants in the MTCP has enabled Malaysia to develop a network of alumni to contribute towards a more effective SSC. Managed largely through ICT (website) as well as through the Alumni Newsletters, the alumni network has proven to be useful to MTCP and to Malaysian businesses especially when Malaysia undertakes visits and business forums to the South countries and has also helped to strengthen ties between Malaysia and the South countries.

This is demonstrated by the fact that some of the alumni have returned with study visit delegations of high level officials and diplomats from their countries to learn more from Malaysia's development experience.

The partnerships built between Malaysia and the recipient South countries have also benefitted the private sector. As a result of the networking that has developed, key decision makers from the South countries such as Cambodia, Libya and Syria have sought/recommended professional expertise of Malaysian private consultants and firms for projects in their countries.

Demand-Driven Approach in Third Country Training Programme (TCTP)

One of the triangular cooperation Malaysia has been involved has been the cooperation with JICA to implement the TCTP as a modality to utilise Malaysian experts and training facilities to train officials from the developing countries. The TCTP has benefitted Malaysia as well as the beneficiary countries as the training offered as enabled the exchange of information, sharing of development experiences as well as the acquisition of new knowledge and expertise.

Initially the TCTP programmes in Malaysia focused on offering existing courses to participants from developing countries. However, feedback from the field showed that the TCTP needed to take a more demand oriented approach and that the programmes should be formulated to match the needs of the beneficiary countries.

More recently, based on the feedback from the Impact Survey², Malaysia worked with JICA under the TCTP modality to provide technical assistance and capacity building to the African continent to supporting the MDGs under South-South cooperation. Two special programmes were arranged:

Policy and Framework for SME Development for African Countries: This programme was developed to expose and familiarize participants from agencies involved in SME development in the African continent through sharing of Malaysia's policy and legal framework towards SME development. This programme which was jointly organized by Multimedia College and SIRIM Berhad under joint sponsorships of the Economic Planning Unit (EPU), Prime Minister's Department, and Japan International Cooperation Agency (JICA), included taxation and financing systems, intermediary agencies in providing support programmes towards upgrading and enhancement of technological and management improvements of SMEs, market development, marketing and export promotion, public-private partnership that promotes market development such as sub-contracting and industry cluster development, introduction of innovative approaches towards new business creation, entrepreneurial development and provision of outreach programmes.

Sustainable Rural Development and Poverty Alleviation: This three-week programme which is managed by the Institute of Rural Advancement (INFRA) is aimed at developing a better understanding of rural development policies, strategies and programmes, particularly in the context of the Malaysian experience. It focuses on sharing information, best practices and teaching in rural development programmes/projects particularly in the empowerment of the poor/ poverty stricken through income improvement programmes including value added projects in the agricultural sector. The programme also helps to improve the cooperation and networking process among officers from various countries who are involved in poverty alleviation and rural development programmes.

Both programmes have been running annually since 2006 and have attracted participants from Ethiopia, Kenya, Malawi, Mozambique, Nigeria, Senegal, South Africa, Sudan, Tanzania, Uganda, Zambia and Zimbabwe.

² Survey on Impact of the Malaysian Technical Cooperation Programme for Selected Sub-Saharan African Countries, 2006.

Developing countries are keen to learn from countries that have experienced the development challenges so that they can adopt good practices to address their respective development challenges too. Malaysia's development successes especially with respect to poverty alleviation and development of SMEs put her in a good position to share her experiences with other South countries. The TCTP has proven to be a good avenue for the knowledge transfer through training with the appropriate agencies.

This case demonstrates the importance for South countries of learning from those countries that have experienced the development challenges so that they can adopt good practices to address their respective MDG challenges too. To make it work, capacity development and learning from the development experiences of countries that have gone through the development path can contribute towards building the capacity towards addressing the MDGs. Malaysia will continue to support the activities of TCTP and joint development efforts with Japan and other South countries with the development of more training courses that meet the needs of the developing countries.

6. ACHIEVEMENT OF RESULTS

Previous chapters examined current practices of South-South cooperation by specific issue, each of which plays an indispensable role for effective implementation of the cooperation. Then, how effective is South-South cooperation? To what extent do current South-South cooperation programmes/projects achieve results and how do they contribute to development of beneficiary countries? This chapter first presents an overview of current practices in South-South cooperation programmes/projects for achieving results, and their achievement of results based upon the survey responses. It then looks at the achievement of several existing programmes/projects, to examine the effectiveness of South-South cooperation.

6.1 CURRENT STATUS

Management for Results

To achieve results, it is important to manage programmes/projects for results. To what extent are South-South cooperation programmes/projects managed for results? Also, to what extent are the results evaluated and disclosed to the public in pivotal and beneficiary countries? Figures 6.1.1 and 6.1.2 show the responses from pivotal and beneficiary countries regarding the programmes/projects provided by the former and received by the latter.

As the figures indicate, only about 60 percent of pivotal countries set verifiable indicators of achievements and conduct systematic monitoring and evaluation (M&E). Beneficiary countries answered that the indicators were set and M&E were conducted at least to some extent in the South-South cooperation programmes/projects in their countries; however, only about half of them indicated that these were done fully. Further, the number of pivotal and beneficiary countries responding that beneficiary countries participated in M&E, either fully or to some extent, is smaller than those answering that systematic M&E was conducted. Moreover, disclosure of programme/project results to the public in pivotal and beneficiary countries is rather limited.

The responses from donor and international organizations to the same questions regarding South-South cooperation programmes/projects which they support show similar trend with the above responses from pivotal and beneficiary countries. Especially, the answers indicate that donor and international organizations consider that programme/project results are not yet fully disclosed to the public (see Figure 6.1.3).

While the above survey results generally indicate that practices for managing results are yet to be improved, several good practices were also identified from the survey. For example, in Korea, in order to develop the capacity for managing for results, KOICA annually provides its staff and experts with relevant training courses, such as 'Result-Based Management (RBM) based on the Logical Framework Approach', 'Project Cycle Management (PCM)', 'Data Collection', etc. KOICA is also currently establishing an 'Evaluation Data Base' containing a wide-range of M&E-related documents in a systematic way. This data base is expected to enable KOICA staff to carry out their M&E activities more efficiently and to increase the practical use of evaluation results. Countries such as Mexico, Kenya, and Argentina also manage their South-South cooperation programmes/projects using RBM. These countries mentioned that donor and international organizations such as Japan, Germany, and UNDP, which engage in triangular cooperation, provided support for developing their capacity in RBM.

Furthermore, the survey results show that several pivotal countries, as a part of their South-South cooperation programmes/projects, help beneficiary countries to develop capacity to manage for results. For example, Kenya provides such support to all the actors involved in its South-South cooperation projects under SMASE-WECSA, through a training on RBM and the organization of an annual joint review with participation from all the partners. Argentina provides a similar support to Peru under the PROMESA project (taken up as a case in chapter 3). Also, Colombia has introduced a standardized format for project proposals, which incorporates the concept of the RBM, and helps beneficiary countries' capacity development through technical assistance for working with the format.

Achievement of Results

To what extent, then, are results achieved in South-South cooperation programmes/projects? The survey asked about the percentage of programmes/projects that achieved results at the levels of activities, outputs, outcomes, and impacts. Figures 6.1.4 and 6.1.5 present the responses from pivotal and beneficiary countries, while Figure 6.1.6 presents the responses from donor and international organizations. Many pivotal countries answered that more than 60 percent of their programmes/projects achieved results at each level, including the levels of outcome and impact. However, overall, the share of programmes/projects achieving results is smaller at higher levels of results, falling to one fifth at the impact level. The responses from donor and international organizations show a similar trend.

In the case of beneficiary countries, a larger share of them answered that most of the programmes/projects achieved results at the levels of outcome and impact. However, at the same time, their answers show that fewer programmes/projects achieved the

results at the output level. This somewhat contradictory result may reflect the fact that certain programmes/projects achieved a large impact, including impacts beyond their original scope, without necessarily producing all the planned outputs. The following section presents many examples of the programmes/projects which achieved significant impacts, including intended and unintended effects.

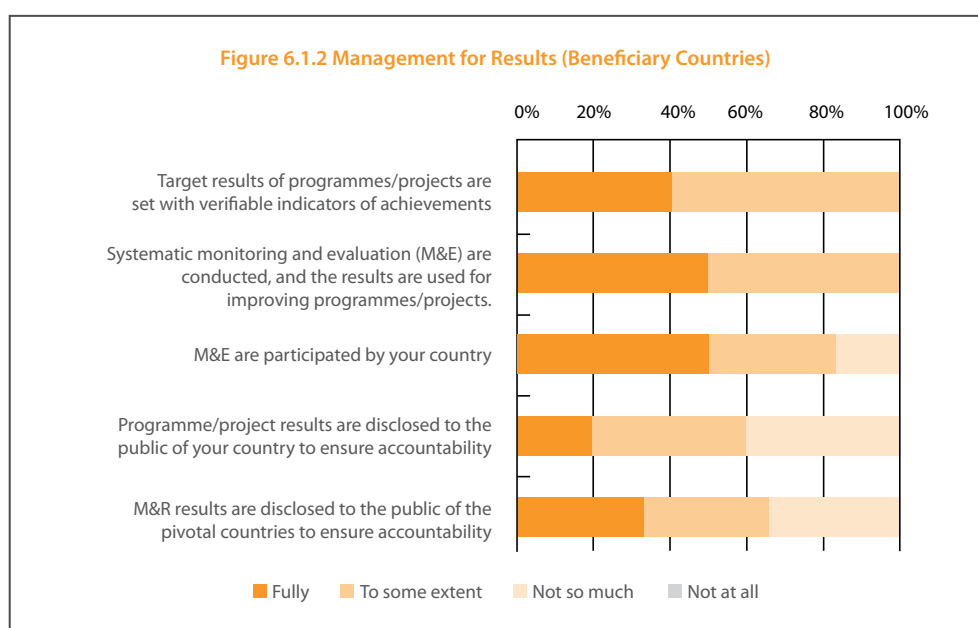
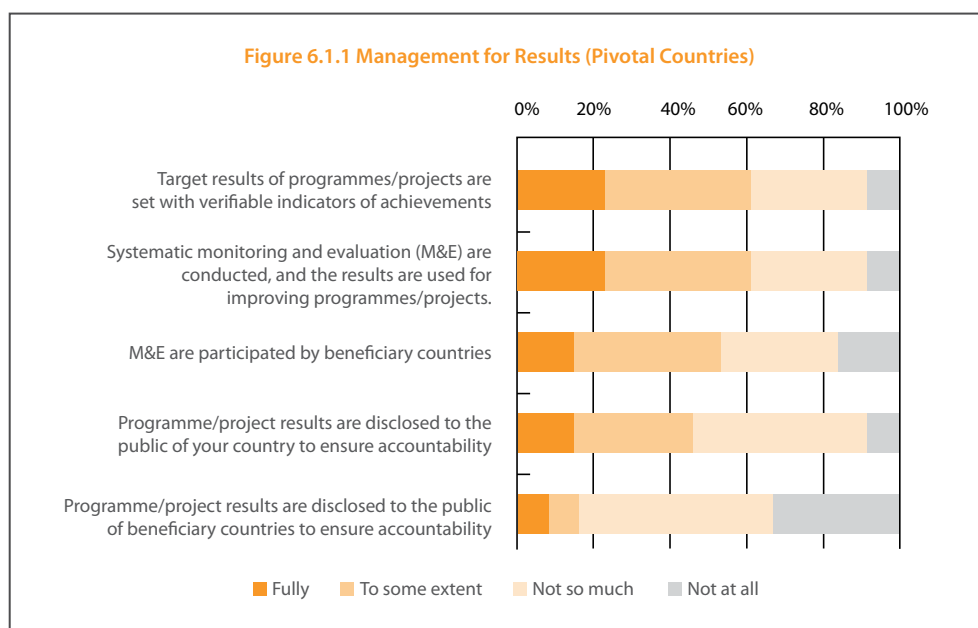


Figure 6.1.3 Management for Results (Donors)

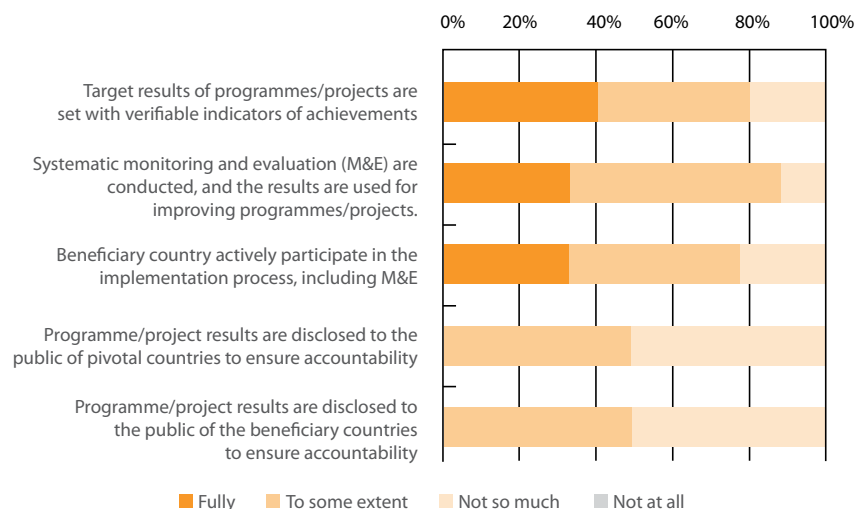


Figure 6.1.4 Achievement of Results (Pivotal Countries)

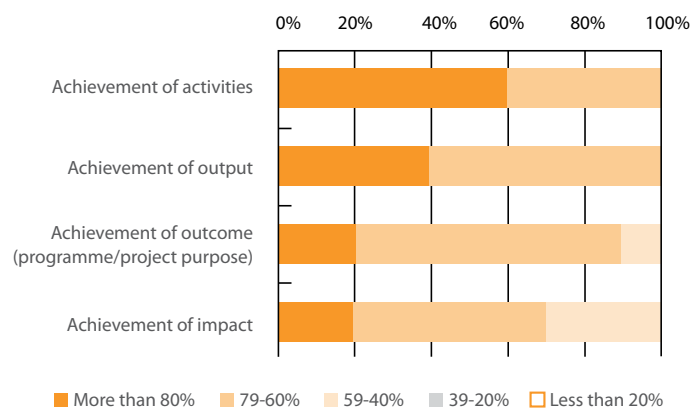
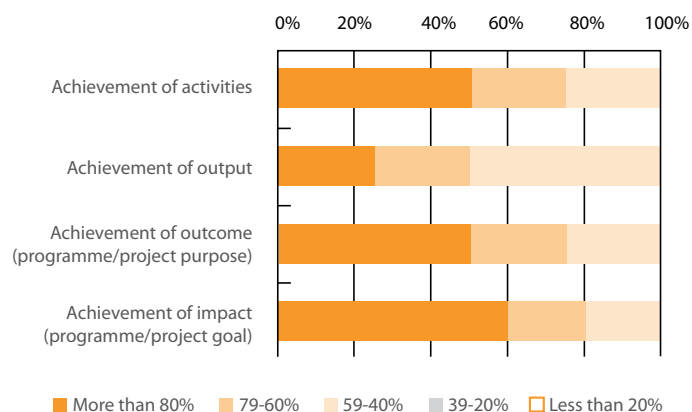
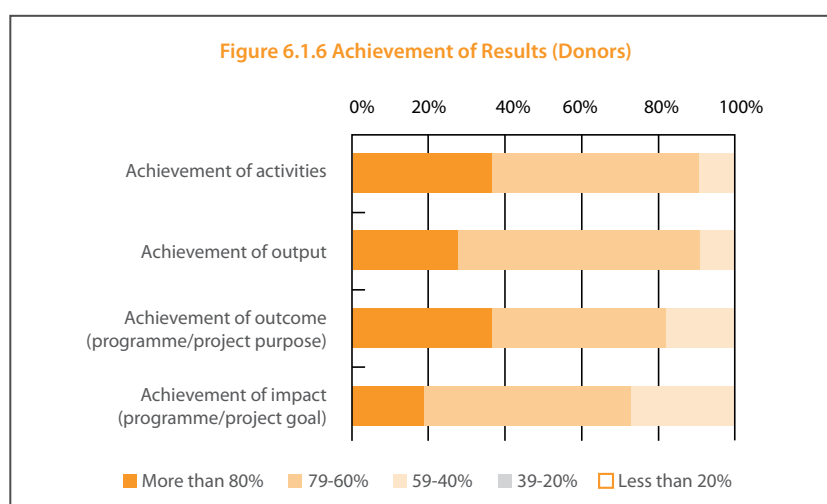


Figure 6.1.5 Achievement of Results (Beneficiary Countries)





How is the above achievement of results related to the demand-driven approach, sustainability, and management for results, which have been examined so far as important elements for effective South-South cooperation? To respond to this question, the relationship between achievement of results and demand-driven approach, sustainability, and management for results was analyzed respectively, based upon the survey responses. Figures 6.1.7 and 6.1.8 show the relationship between responses from each pivotal and beneficiary country on the level of achievement of results and on the level of demand-driven approach.¹ Similarly, Figures 6.1.9 and 6.1.10 show the relationship between the responses on the level of achievement of results and that of sustainability.² Figures 6.1.11 and 6.1.12 show the relationship between responses on the level of achievement of results and the level of management for results.³

The pivotal countries answers on the achievement of results and demand-driven approach (Figure 6.1.7) show that there is certain correlation between two factors. The answers from beneficiary countries do not show such correlation because all the respondents answered that the programmes/projects which they receive are very much demand-driven. As for achievement of results and sustainability, the answers from both pivotal and beneficiary countries show a correlation between two factors. Finally, beneficiary countries' answer shows certain correlation between achievement of results and management for results while such correlation is rather weak in the answers from pivotal countries. This may be related to the fact that management for results as practices

- 1 The score of the level of achievement of results is calculated as the average of each country's answers to the questions on the programme/project achievement at activity, output, outcome, and impact levels (Figure 6.1.4 and 6.1.5) based on the following scoring: '5: more than 80%', '4: 79-60%', '3: 59-40%', '2: 39-20%', and '1: less than 20%'. The score of the level of demand-driven approach is calculated based upon the answers to the extent of demand-driven approach in programmes/projects shown in the Chapter 4 (Figure 4.1.1 and 4.1.2) and on the following scoring: '4: very much demand-driven', '3: rather demand-driven', '2: rather supply-driven' and '1: very much supply-driven'.
- 2 The score of sustainability is calculated based upon the answer to the extent of sustainability in programmes/projects shown in the Chapter 5 (Figure 5.1.1 and 5.1.2) and on the following scoring: '4: very much', '3: to some extent', '2: not so much' and '1: not at all'.
- 3 The score of the level of management for results is calculated as the average of each country's answers to the extent of management for results in programmes/projects (Figure 6.1.1 and 6.1.2) and on the following scoring: '4: fully', '3: to some extent', '2: not so much' and '1: not at all'.

is still limited among pivotal countries. Although there is a limitation to define the relation between achievement of results and demand-driven approach, sustainability, and management for results, the responses from pivotal and beneficiary countries broadly indicate that there is a certain positive correlation between them.

Figure 6.1.7 Demand-Driven Approach & Achievement of Results (Pivotal Countries)

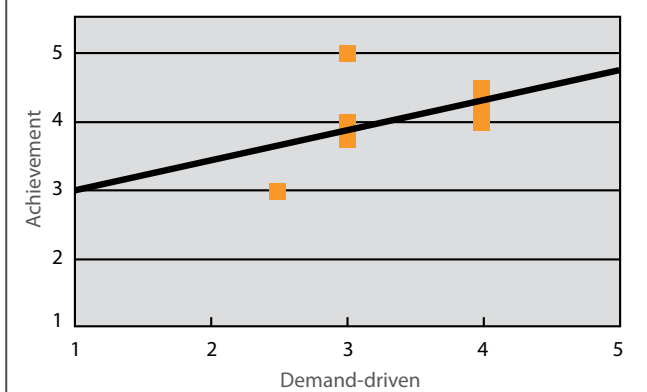


Figure 6.1.8 Demand-Driven Approach & Achievement of Results (Beneficiary Countries)

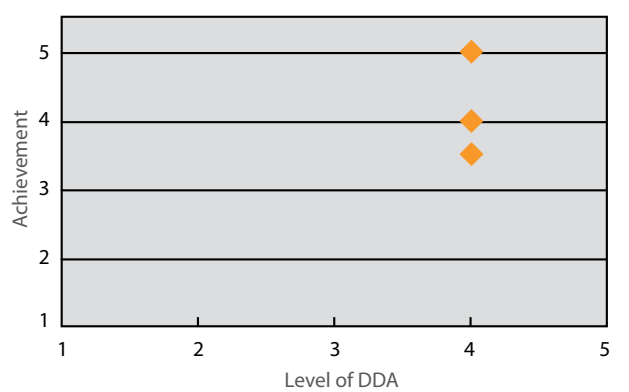


Figure 6.1.9 Sustainability and Achievement of Results (Pivotal Countries)

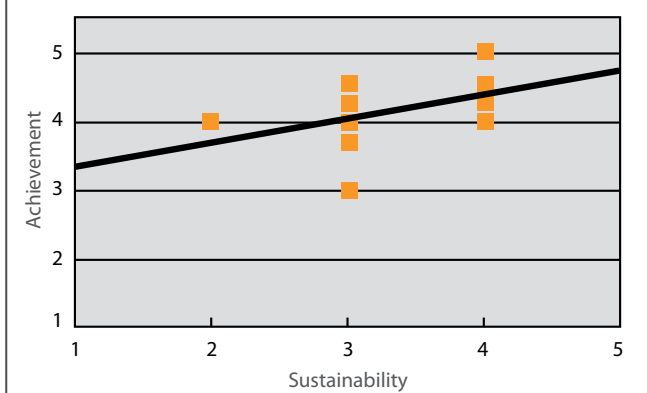


Figure 6.1.10 Sustainability and Achievement of Results (Beneficiary Countries)

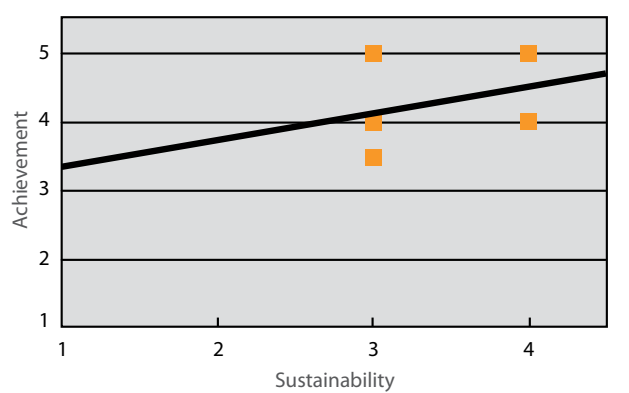


Figure 6.1.11 Management for Results and Achievement of Results (Pivotal Countries)

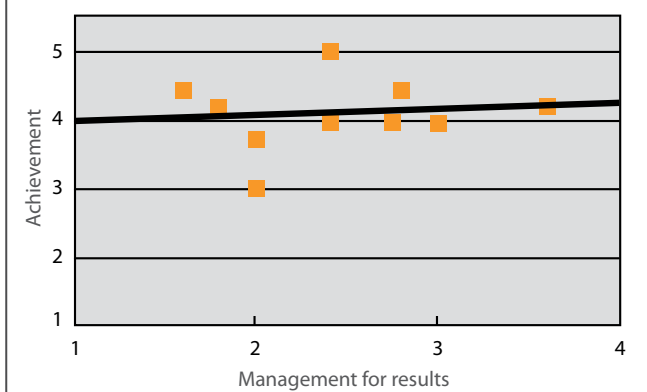
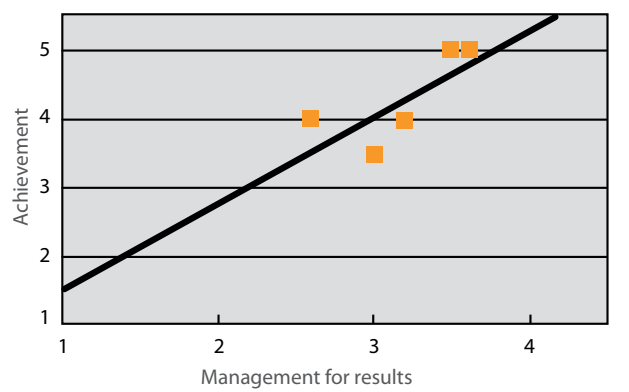


Figure 6.1.12 Management for Results and Achievement of Results (Beneficiary Countries)



6.2 GOOD PRACTICE CASES

This section presents twelve cases which achieved successful results at the impact level. Many other cases taken up in the report also succeed in achieving the impact-level results. The cases in this section are selected to demonstrate a wide range of activities and achievements by South-South cooperation programmes/projects.

The first two cases, a flood control project by the Republic of Korea and a dengue fever outbreak medical assistance by Thailand, are South-South cooperation provided to respond to emergent needs.

While most of the programmes/ projects taken up in this report involve in development activities for longer term, these cases are presented to show activities of South-South cooperation in various areas, including response to emergency needs. In both cases, demand-driven and timely assistance contributed to save the life of many people in the beneficiary country. Further, the second case gives an example of South-South cooperation having been conducted under a sub-regional cooperation framework (in this case, the ACMECS).

The next three cases give examples of South-South cooperation in the health sector. These programmes/projects contributed to the substantial improvement in the health situation- the areas related to the MDGs 5, 6, 7, and 8 - of a large number of people in beneficiary countries. The first one is a case in which successful experience of the pivotal country, Brazil, played a key role for the above achievement. It also shows an interesting example of a networking among the countries in the region and beyond, thus a dynamic knowledge-sharing through South-South cooperation. The case 4 and 5, are inter-regional cooperation by Turkey to Africa, give good examples of South-South cooperation carried out with active participation by the civil society of the pivotal country. In Turkey, its development cooperation is widely reported to the public through the government annual report (see the case 3 in Chapter 2) and also frequently covered by the media. These help enhancing public interest in and support to its development assistance as well as promoting people's participation in the activities as seen in the cases.

The case 6, the Smart School Project, is an example of South-South cooperation in the education sector, which was provided based upon a successful experience of the pivotal country, Malaysia. The project, whose goal aimed at addressing the issue of digital divide among ASEAN countries, was conducted in line with the E-ASEAN Initiative under the Initiative for ASEAN Integration (IAI), thus another case of South-South cooperation under a sub-regional cooperation framework.

The case 7, 8, and 9 involve in poverty reduction and improvement of sustainable livelihood. The case 7, the Tunisian support in creating the National Fund for Solidarity in Mali demonstrates a good example in which comparative advantage of South-South cooperation – pivotal country's experience and cultural and social similarity, in this case – and establishment of mechanism for sustainability contributed to the achievement of results. This case, where successful achievement of the project lead to the mobilization of further support from donor and international organizations to the established FSN, shows a good example of scale up of the impact of South-South cooperation through partnership with donor and international organization. The case 7 and 8 by Turkey to

Bosnia and Herzegovina and Macedonia, respectively, present concrete results which help improving sustainable livelihood of the target beneficiaries. The key contributing factors include: responsiveness to the demand of the beneficiary countries; commitment and participation of broader stakeholders of the beneficiary countries (central and local governments, universities, farmers, farmers' association etc.); technical capacity of pivotal country to select and apply approach and technology that fit to the beneficiary countries and target groups; devices for creating incentives (e.g. demonstration of benefits of the project). Further, both of these cases address the issues of social stability of the beneficiary countries and regional peace: the former being intended for providing source of stable income for the resettled victims of the war and the latter for promoting social inclusion and improving living standard of the villages with different ethnic origins. Comparative advantage of the pivotal country, understanding of complex social and cultural situation of the neighbouring countries, worked well in these cases.

The last three cases give interesting examples of partnership with the private sector and the achievement of scaled-up impact of the cooperation. The case 10, Argentina's technical assistance to olive production in Peru, and the case 11, India's support to small enterprises development in Ethiopia and Kenya, are the cases where experience and knowledge of the pivotal countries' private sector were effectively shared with the private sector of the beneficiary country through the government-base South-South cooperation. They succeeded in the development of the latter with demonstrable results in improvement of products and productivity, expansion of market, and potential employment creation. In these cases, together with the pivotal countries' technical assistance that fits to the context of the beneficiary countries (e.g. use of locally available materials, production techniques which meets the local condition etc.), beneficiary countries' high priority placed on the issue and enabling environment (e.g. promotional policy and programmes, political leaders' commitment and support) played key role for the achievements of these projects. Finally, the last case, the China-Africa Business Council (CABC) project, gives an example of an interesting initiative to create an institutional mechanism to promote economic development cooperation based upon public-private partnership. An international organization, UNDP, played a significant role as an intermediary of this interregional partnership utilizing its global network and through its support to capacity development of the CABC.

While the above cases vary in the areas of cooperation as well as the countries concerned, they share several aspects that have contributed to successful achievement of results. They include:

- i) The beneficiary countries had strong demand for cooperation; and policy makers and senior-level officials have committed to the projects and taken active leadership.
- ii) The pivotal countries have provided timely cooperation, by making utmost use of their comparative advantages. To do so, country resources have been mobilized from wide sources, including both public and private sectors. Also, technical cooperation has been often combined with other types of cooperation such as provision of materials and equipment.

- iii) As the projects have been demand-driven, broad stakeholders of the beneficiary countries have participated in and collaborated for the projects. The pivotal countries have also taken an approach to promote such participation and collaboration.
- iv) Partnership with donor and international organizations, civil society, and the private sector have helped scaling up impact of the cooperation.

The case studies also show that South-South cooperation projects have been often carried out under a larger regional/sub-regional or inter-regional cooperation framework. Successful achievement of such projects contributes not only to advancement of economical/social situation of beneficiary countries in specific areas of cooperation but also promotion of the above-mentioned larger cooperation framework and solidarity among the members. Impact of South-South cooperation needs to be considered from the latter's perspective, too.

Case 1. Batheay Flood Control Project (Republic of Korea – Cambodia)

This project was implemented at the request of the Ministry of Water Resources and Meteorology to remedy the ongoing flooding and drinking water problems experienced by the residents of Kompong Cham. The overall objective was to improve the economic, social and nutritional well-being of the people living within the project area by preventing flood waters from inundating the villages and towns within the flood plain. Water was also made available for drinking, sanitation and agricultural use. Existing canals, reservoir dikes and access roads were also upgraded. Water management was improved by installing water control facilities. Overall irrigation in the project area was increased because of the new facilities. At present many farmers can only plant one crop per year although one of the major goals of the irrigation system is to allow farmers to plant two rice crops per year. However, the irrigation facilities were developed to maximize agricultural productivity with the goal of harvesting three crops per year.

The overall cost of this project was US \$2,000,000 paid as a grant. The Republic of Korea, a pivotal country, prepared the original technical plans and financed this project. The irrigation facilities will be managed by local technicians trained by Korea technicians. Korea provided survey teams for preliminary reports and implementation planning. The initial surveys were done in October 2006 and February 2007. The major structural element of the project included the building of a reservoir and irrigation system.

The good practices of this project include 'on time' completion of work, and results had an immediate effect on the lives of those within the project area. The initial demand driven request was made by the Ministry of Water Resources and Meteorology in 2006. The official inauguration of the finished project was made on January 21, 2009. An interesting aside is that part of the project repaired a dike built under the Pol Pot regime in 1978. Sustainability is a factor as a second project is envisioned that will extend the irrigation canal another sixty kilometers.

Thirty thousand people in twenty villages in the communes of Sam Bo and Chea Lea were relocated. The overall population of Batheay is 90,000, most of whom will benefit from this project.

Case 2. Dengue Fever Outbreak Medical Assistance to Cambodia (Thailand – Cambodia)

In 2007 Cambodia experienced a sudden increase in dengue fever cases especially in children. Unable to successfully battle the near epidemic, Cambodia made an emergency appeal for international assistance. Thailand approved a fund of \$580,000 to provide medical supplies, relevant equipment, and Thai medical staff.

This programme was operated under the framework of the Ayeyawady-Chao Phraya-Mekong Economic Cooperation Strategy (ACMECS). This programme represents Cambodia, Lao PDR, Myanmar, Thailand and Vietnam. At the Second Summit of ACMECS in Bangkok in November 2005, \$2,900,000 was pledged as seed money to support activities under the Declaration on Partnership in Combating Avian Influenza and Other Infectious Diseases.

This good practice, undertaken in an institutional framework, was demand driven with clear and immediate results.

On July 5, 2007, a delegation from Thailand led by the Minister of Public Health arrived in Phnom Penh to hand over the supplies and coordinate activities. The timing of this programme coincided with the rainy season which occurs from July to September and which is the peak period of dengue fever occurrences. Over 7,500 cases had been reported with over 100 deaths. Most of the victims were children. The foci of the outbreak were on the outskirts of Phnom Penh, Kandal Province, Prey Veng Province and Kam-pot Province. Victims were often unable to receive treatment because Cambodia has a shortage of patient beds, medical supplies, blood, equipment and medical staff.

Dengue fever often strikes during the rainy season. For unknown reasons in 2007 the outbreak was much more virulent than normal. Emergency aid was needed throughout the country but in particular in the most affected regions. No one individual donor was able to stem the outbreak but in coordination multi-lateral aid was able to keep things from getting farther out of control. With the end of the rainy season, the epidemic abated. Thailand's contribution of medicine and doctors was small but surely effective and well used.

Supplies included:

Abate Temephos 2% granule	2 tons
Abate Temephos 10%	405,500 tablets
Insecticide for Spray	1,000 liters
Spray Fogging Machines	20
Dextran 40%	1,600 flacons
Acetate Ringer	5,000 flacons
Catheters for Children	10,000 sets
Catheter Micro Drops	10,000 sets
Mostab	100,000 tablets
Repellants	4,032 flacons

Case 3. 'Laço Sul-Sul' (or Southern Ties Network Initiative)

The 'Laço Sul-Sul' (or Southern Ties Network Initiative) was launched in 2004 and is related to Brazil's commitment to universalize the use of first-line AIDS treatment. The initiative targets seven Portuguese-speaking nations and Latin American neighbours (countries within Brazil natural sphere of influence) committed to fighting the disease. In this way, the Brazilian Government seeks to contribute to the strengthening of other nation's domestic public and national efforts to support the universal access to anti-retrovirals (ARVs) and their increased utilization, with a focus on pregnant women, adolescents, and children.

Countries such as Cape Verde, Guinea-Bissau, Paraguay, São Tomé & Príncipe, and Timor-Leste have adhered to Brazil's leadership, and participated in the first meeting hosted in Brasilia. Agencies and funds such as UNICEF and UNAIDS have also joined the endeavor.

The cooperation fits the demand-driven approach to meets the regional needs for quality medicines – to specifically treat a serious disease such as AIDS, as well as strengthening a policy and institutional framework by assisting its partners developing a national strategic plans, drafting national HIV/AIDS treatment protocols, and implementation of the national HIV/AIDS Surveillance System.

'Laço Sul-Sul' is a successful example of South-South cooperation from such perspectives as follows:

- i) The AIDS epidemic continues to grow, especially through sexual transmission between heterosexuals. Yet Brazil has an important story to tell by having reduced new cases of AIDS in children resulting from mother-to-child transmission (PMTCT) by almost 50 percent from 2004-2006. According to the Brazilian Ministry of Health, there were 669 cases in 2004, 530 in 2005 and 109 as of June 2006. This powerful data augurs well for the positive impact among its cooperation partners.
- ii) For Brazil, it does a public good – ameliorate the suffering of AIDS patients, in regions where there is no know-how for treatment or medicines, or widespread stigma and misconceptions, while concurrently it creates a market for the domestically developed ARVs – creating incentives for further publicly-funded research and development investment in this area. While the ARVs are distributed at no charge, Brazil re-enforces its standing as a quality medicine manufacturer and regional medical research powerhouse with capacity not only to meet the internal demand but also continental needs.
- iii) At the same time that it conducts the testing, it raises awareness of the disease, especially among the younger generations. For instance, according to the Brazilian Ministry of Health, Brazil piloted and finalized the kit 'Do I need to get tested for HIV?' among 1,600 adolescents in 3 states, and begun implementation of this kit in 2007.
- iv) Adult treatment differs from the one administered to children. Brazil has developed pediatric testing and treatments (pediatric formulations are generally easier to administer –i.e. liquid instead of pills, fruity flavor likable to the young, etc.), as

well as the development and validation of national guidelines for pediatric treatment and PMTCT.

- v) The practice benefits countries where the disease is incipient yet rising (Bolivia, with 0.1 percent, or Nicaragua, with 0.2 percent infected population), and other nations where it is a serious problem (Guinea-Bissau, with 8.7 percent infected)
- vi) Brazil broke pharmaceutical patent protection and invoked (albeit with a delay of three years) the 'compulsory license' for ARVs, an exception under WTO. This action became an issue of national public health sovereignty. While it was an internal policy decision, the right to life as more important than the right to commercial protection- this deed was to have repercussion also in the regional and international arena. It is clear that other smaller nations would not have dared such an action because of intrinsic fragility: at the same time, by calling for a compulsory license and donating ARVs, Brazil demonstrates leadership and a rarely previously demonstrated self-assuredness. In this way, once the country overcomes these barriers, it sees itself as responsible for the development of other developing nations. It is important to note nevertheless that other smaller nations seek each other for support – as in the case of Cape Verde and Guinea-Bissau. They seek solidarity and reciprocal assistance.

Case 4. Health Care for the Sub-Saharan Africa (Turkey – 8 countries in the Sub-Sahara Africa)

Health care has been one of the most important areas to which TIKa has recently been paying increased attention, especially in the sub-Saharan countries of Africa, namely Senegal, Mauritania, Liberia, Niger, Guinea Conakry, Congo, Ethiopia and Sudan. This Project started in 2007 and has been growing in scope in medical sense and in area, when considered geographically. Main aim of the Project is to improve the hospital infrastructures, conduct general health screening activities, attempt to cure the patients with medicines, where necessary perform various surgical operations including cataract surgeries, and last but not the least contribute to capacity development of local doctors and other medical staff, in the countries identified in the Project.

The Project comprised mainly the activities, such as conducting general health screening, diagnosis of the illnesses, prescribing and supplying the relevant medicines and in many cases, performing the necessary surgeries for various illnesses, as well as supporting the hospitals in some cases with special medical equipment have all been part of the tasks which have been successfully performed. Among the various surgeries performed, cataract surgeries occupy an important place, especially in Sudan, where the occurrence of cataract patients is the highest in the world, followed by Niger, Senegal, Ethiopia, etc. Great importance and emphasis have also been given, especially in the case of surgeries to train the personnel of the counterparts in the use of the medical equipment donated and in conducting the needed surgeries.

There were three main parties on the Turkey side, namely: TIKa, CSOs, and the Ministry of Health. TIKa, as the overall coordinator of the Project, covered the travel costs as well as per diems of the medical personnel (doctors, physicians, etc.) who went from Turkey.

TIKA also covered the cost of transporting the medical equipment, material, etc. CSOs assumed the responsibility of identifying the doctors and medical staff who, as volunteers, willingly accepted to go to even the remotest towns, villages, etc., of the above mentioned countries and perform the necessary medical attentions, and where necessary the surgical operations. These societies sometimes also provided the equipment and material needed mainly through their donation campaigns. The Ministry of Health encouraged their surgeons, doctors, and other medical staff to travel to the respective beneficiary countries.

There are a growing number of CSOs in Turkey, which were active in the health sector and willing to contribute to the efforts related to health improvement of the people of those countries, where these efforts were badly needed. One such organisation, named 'Kimse Yok Mu' (Isn't there anybody?), concentrated its activities mainly in Africa, in this case in Sudan, where the number of the cataract illnesses is the highest, not only in the elderly people but also among the children. Another CSO, named 'Kutup Yıldızı Gönüllüleri' (Volunteers of Polar Star) operated mainly in Niger. These organisations collect donations from the Turkish public through mainly advertising their work, which they conduct mainly in the LDCs.

For the case of cataract surgery operations in Sudan and Niger, for example, TIKa entered into a cooperation with the above CSOs, in such a way that;

- TIKa, as a governmental organisation obtained from the Turkish Ministry of Health the permissions for the surgeons, doctors, medical staff, etc., who were civil servants, to travel to Africa (in this case to Sudan or Niger) to perform the cataract surgeries and other related work,
- TIKa covered only the travel costs and per diems of these medical personnel, which meant that these people were, in a way, volunteers and accepted to contribute to this charity work personally,
- TIKa also assumed the cost of transferring all the equipment, material, medicine, etc. necessary for carrying out the eye examinations and where necessary, the cataract surgeries,
- TIKa ensured that the Sudanese/Niger authorities will arrange the duty free entry of these medical equipment into the country (which, most probably would be ultimately donated to the hospitals, where the eye examinations and cataract surgeries would be carried out by the local medical staff, who would also have been trained during these missions.)

It can be understood from the above that through such an arrangement the cost of performing cataract surgeries is brought down to a minimum. It is due to this reason that the CSO 'Kimse Yok Mu' appealed to the Turkish public for donations by explaining that with as low as 100 USD donation, they would make one person in Africa to leave his/her blindness behind and gain his/her ability to see. This was achievable simply due to the fact that many sides in the chain (doctors/surgeons, their societies, the health ministry, TIKa, partner country counterparts, etc.) were all doing their work as a charity. This approach was successful in attracting interest to the work of the CSOs and in collecting the necessary donations.

It should also be emphasised that in some cases, especially when health screening, examination of patients with certain complaints, prescribing medicines, carrying out surgical operations were all attempted to be performed, the number of doctors with their areas of speciality increased considerably. In those cases, one of the CSOs would be the main coordinator body, while other CSOs would join the group with their experts. In those cases, the group became as large as 35, enabling the group to address most of the areas of speciality. (See Figure 6.2.1)

The role of TİKA, as a governmental agency was extremely important in this mechanism, because with little cash input it was possible to perform great tasks. TİKA has also entered into similar cooperation arrangements with the other CSOs (such as with Desert Doctors, Africa Volunteers, etc.) for conducting cataract surgeries.

Under the project, the medical teams, which were formed by the CSOs roughly 4-5 times in a year have each travelled to the respective target countries in successive groups with a duration of 2-4 weeks, examined many patients, diagnosed the illnesses, prescribed the appropriate medicines, where necessary performed surgical operations. As a result of the medical activities conducted in 2008, for example;

- 90,000 patients (children and grown-ups) have been examined for illnesses related to, orthopedics, gastroenterology, urology, gynaecology, physical nephrology, dermatology, ear-nose-throat complaints, dental problems, family care, and child illnesses, etc.), by well experienced, specialized doctors
- 20,000 patients received small to medium scale surgical operations, such as ear surgery, urology, varis, spinal surgeries, by experienced surgeons,
- 13,000 patients received cataract surgery,
- About 20 tons of medical supply and various medicines, as well as medical equipment were donated in the above mentioned countries.

Apart from the capacity building opportunities given to the medical staff of the partner countries, during the work performed by the medical teams sent periodically from Turkey, medical staff from these countries are also invited to Turkey, where they have an opportunity of getting further acquainted with the Turkish health sector and the advancements made in many fields of medicine.



Figure 6.2.1: The member societies participating in the medical mission with their doctors, surgeons, etc., organized for conducting health screening, patients examination and various surgical operations, including cataract surgeries in Niger (group was composed of 35 medical staff)

Case 5. Opening up of water wells and donation of drilling equipment (Turkey – Ethiopia)

The project aimed to overcome the severe draught, which was encountered in many parts of the country. By solving the water supply question, it also intended to overcome the sanitation problem and various diseases which emerge as a result. A total of 42 water wells were opened in the provinces of Harar and Tigray between November 2007 and March 2009 (approx. in 15 months).

This project was supported by the Turkish civil society, the Istanbul Greater Municipality and the Istanbul Chamber of Commerce Istanbul. The involvement of these organizations started when TIKa opened up its Ethiopia Office in Addis Ababa. They contacted the Ethiopian government officials and during their discussions, they were told that obtaining water was one of the top priorities for certain regions, such as near the cities of Mekele and Harar. Thus, the Greater Municipality and Istanbul Chamber of Commerce decided to contribute to partly solving the water problem prevalent in Ethiopia by obtaining and sending a water drilling rig to Ethiopia, and after some drilling and obtaining water in two areas (Mekele and Harar) to donate this water drilling equipment to Ethiopia. According to this protocol, signed by these two organizations together with TIKa, the Istanbul Municipality and the Istanbul Chamber of Commerce met the cost of the water well drilling equipment, while TIKa covered the expenditures related to transporting the drilling equipment, as well as the travelling expenses of the experts to Ethiopia. These experts gave the necessary trainings (theoretical and practical) to the local technical people. Two wells were drilled as part of the practical trainings. The donated drilling machines were used in drilling for water supply, which is badly needed in Ethiopia. TIKa also provided the necessary material support.

The progress achieved so far under the project includes:

- The total length of drilling was 746 m in Mekele, and 2961 m in Harar, in Ethiopia,
- 42 water wells have been drilled, cased and equipped with necessary material and tools,
- 4,985 m of pipeline was laid down for water distribution,
- All the equipment used, including the drilling rig, compressor, power generator, submersible pumps, etc., were all manufactured in Turkey,
- Necessary trainings (theoretical and practical) have been given to the Ethiopian personnel,
- The drilling equipment with the auxiliary tools and materials, have been donated to the Ethiopian authorities, namely to the Ministry of Water Resources,

The total water supply created by the 42 wells is around 20 000 tons per day, which is sufficient to meet the water needs for general use of about one million people. The project achieved its targets as planned and now the trained local personnel can carry on opening water wells wherever and whenever necessary in Ethiopia.

Case 6. SMART School Project (Malaysia – Myanmar. Laos)

This project is in response to Malaysia's pledge to support the Initiative for ASEAN Integration (IAI), adopted by ASEAN leaders in 2002 for a six-year period until 2008. The IAI is a policy framework, which aims to narrow the development gap within ASEAN. As a part of it, the initiative relates to promoting the application of ICT in neighbouring ASEAN countries and to narrow the digital divide through capacity development projects. The Smart School Project has the following objectives:

- To develop nation building in line with the E-ASEAN Initiative;
- To promote selected schools as experimental test beds, making the educational transition from a traditional model to the smart school model, in tandem with the knowledge-based economy;
- To promote selected schools as community centres for the diffusion of ICT to neighbouring communities and as a model for the recipient country's educational enhancement; and
- To provide a platform for the establishment of global linkages at the school level via the use of ICT and multimedia tools.

The TC comprises two components: (i) the human resource development package via the provision of training of teachers in ICT; and (ii) the infrastructure package via the setting up of computer laboratories in the selected schools. The implementing agency of this TC is the Malaysian Multimedia Development Corporation (MDeC). The MDeC was established by the Malaysian Government to oversee the development of the Multimedia Super Corridor (MCS), aiming at building Malaysia's ICT capacities and exporting growth. One of the flagship applications of the MSC is the smart school initiative which has revolutionised education in terms of teaching-learning, management systems and training.

The Smart School Project was conducted in two phases:

The first phase of the Smart School project was implemented between 2002 and 2004 for Lao PDR and Myanmar and involved two schools in Lao PDR and three schools in Myanmar. Their computer laboratories were equipped with PCs, other computer peripherals and courseware.

As part of the programme, teachers from Lao PDR and Myanmar were sent to Malaysia and were trained in ICT and appropriate pedagogical skills to help implement and develop the smart schools in their respective countries. The training exposed the teachers to a workshop approach on how to effectively use ICT in teaching methods according to the subjects taught, specialised topics, year group level of students and teachers' competencies. In addition, the training enabled the teachers to produce lesson plans that effectively incorporated technology-enhanced teaching and learning materials and activities, and plan the management of the classroom environment to maximise the potential of their ICT enriched lessons

In Myanmar, the smart schools have also set up a special arrangement to allow the general public access to the computers after school hours for a nominal fee, thus enabling the local communities to benefit from the diffusion of ICT.

Subsequently, there was a follow up to the project, with ten officers from Lao PDR coming to Malaysia for ICT training at MDeC in 2005, funded by the EU.

The second phase of this project was carried out between 2006 and 2008 in Cambodia and Vietnam. Much of the approach under Phase 2 adopts the implementation features of Phase 1, with modifications from lessons learned, which took into consideration relevant requirements of the respective countries.

The implementation of the Smart School Project was totally funded by the MTCP, while the recipient countries provided the classrooms to be converted into computer laboratories. Although the CLMV countries have been supportive of the project, the ICT infrastructure in those countries has been hampered by the lack of connectivity. This limits the expansion of the project after the pilot project.

The project is a successful example of South-South cooperation from such aspects as follows:

- i) **Comparative Advantage:** The IAI was looking for projects and activities that can help to address the digital divide among the ASEAN countries. Malaysia having successfully implemented the Smart School project in Malaysia is ready to share her experience and expertise with the newer ASEAN members as a way to address the digital divide.
- ii) **Impact Achievement:** The smart school model is comprehensive and provides end-to-end solutions for the schools. In addition to the equipment provided to the schools, the project also provided the learning content as well as the human skills to efficiently and effectively manage these resources. The project has thus contributed to the promotion of education through the creation of opportunities for knowledge and information accessibility. ICT has been regarded as an important tool that enhances the lives of the younger generation through an accelerated acquisition of knowledge. This project has been regarded as a social inclusion intuition and is contributing towards narrowing the digital divide among the ASEAN countries.
- iii) **Sustainability of Achievement:** To move this project to the next level, MTCP is approaching JICA to support a proposal to bring in the teachers from the four CLMV countries for a refresher course and to share with each other on how they have performed and how they are going to upscale the Smart School initiative in their respective countries.

The success of this project is largely due to the political and administrative support pledged during the ASEAN summit. The project is closely monitored and reported to the ASEAN Secretariat as it falls under the IAI.

This case study also demonstrates triangular cooperation based on demand-driven needs that support a larger ASEAN initiative i.e. the IAI. The provision of equipment, working hand-in-hand with training, helps to ensure that the transfer of knowledge and skills can be enhanced with other TC support in the beneficiary countries. The smart school project has set the ICT standard for the newer ASEAN countries to adopt in order to bridge the digital gap and is recognised as a good example of using technology to

assist developing countries. It is also a good example of the MTCP working with the private sector to deliver services under South-South cooperation.

Case 7. Institutional Support to Creating the National Fund for Solidarity (FNS) (Tunisia – Mali- Luxembourg).

This programme was carried out from 2004 to 2006. The Fonds de Solidarite Nationale (FNS) of Tunisia implemented the programme under ATCT, and the LUX-Development supported the programmes.

The programme aimed to i) elaborate a National Solidarity programme (PNS-Mali) and create the National Fund for Solidarity (FNS), ii) contribute to the development of the internal intervention capacity and iii) test a new approach and tools of intervention adapted to the needs of the most deprived regions of the country. One FNS Tunisian expert was dispatched to Mali for a period of two years in order to define and provide support in elaborating a training programme both in Tunisia and Luxembourg; to define and test work methodologies and tools related to project management; and to adjust the project to the Malian actual context.

The programme was simple but innovative:

- i) The solidarity was designed based on population involvement and was sensitized in order to endorse the government initiative in poverty reduction
- ii) Families were encouraged to build their own projects involving neighbours and voluntaries
- iii) New fund collection systems were established such as special counters and post-office accounts.

As the results of the programme:

- i) The number of financing sources of the FNS-M (excluding the state contribution) has increased over time during the period 2003-2005: from one in 2003 to nine in 2005.
- ii) The FSN-M experience has produced a number of detailed regional case studies, valuable tools for national and international poverty reduction actors to better plan their operations.
- iii) The capacity building of FSN-M human resources ensured their self-sufficiency in implementing new projects, in multiplying actions and reaching additional deprived regions in Mali.

Furthermore, the programme has led to nine FSN-M projects to the benefit of the most deprived regions in Mali. These consist of projects generating direct revenues: planning and development of farming lands (to the benefit of 100 families, thus creating 400 permanent jobs), elimination of poor housings and construction of new homes, schools and small hospitals. Micro-credit initiatives were also taken with creation of more jobs.

The key contributing factors of the programme included:

- i) Comparative advantage: Tunisia has successful experience in establishing the Tunisian FNS (FNS-T), known as the Tunisian model. Tunisia and Mali also share similarities in language and religion.
- ii) Support of international cooperation: The FNS-T model has attracted many donor countries and organizations such as Luxembourg, Belgium, Italy and the UNDP since it achieved a substantial impact in poverty reduction in Tunisia. They contributed substantially in its financing and have tested the project methods and tools.
- iii) Increased interest of developing countries in the Tunisian model: Tunisia in its commitment to South-South cooperation has actively disseminated results of its experience to other developing countries and that is how Senegal, Mali and recently Djibouti have adopted the Tunisian model.
- iv) Mali was already benefiting from the financing of Luxemburg who is already familiar with FNS-T project.

The experience of the programme tells that operation of this type of programme is made by a simple and flexible structure supported by regional decentralized administrations. In addition, its preparation is very much based on beneficiaries' participation and on civil society. This makes the FNS model as such easily applicable to all developing countries facing poverty and population marginalization challenges.

Case 8. Development of Under Cover Vegetable Growing (Turkey – Bosnia & Herzegovia)

It is estimated that during the war in Bosnia-Herzegovina, which lasted between 1992-1995, more than 100 thousand people were killed, and thousands of people were displaced. The situation in Eastern Bosnia and Herzegovina, where Bosniaks lived with the Serbs, was one of the worst hit regions in the country. It is estimated that around 20 000 Bosniaks from this region were killed. A major part of the remaining inhabitants moved to potentially safer regions in the country or emigrated mainly to the EU countries. After the war, many of the war victims, especially those who originally had been living in the towns of Srebrenica, Goražde, Prača and Tuzla gradually started to return back to their homes. However, they were faced with the problem of resettling and finding sources of income, which would generally come from engaging themselves in agriculture since their previous occupations were mostly in farming.

Against such background, this three-year project started in 2006, targeting at those who would be interested to start new production techniques such as under cover growing of vegetables etc. Project's main aims are as follows:

- To offer to the returning war victims an alternative source of income, which is using under cover growing techniques,
- To contribute to the re-gaining of country's productive power, after giving some support to the inhabitants of these regions.

- By doing so, to contribute the creation of employment, thus reduce the level of poverty,
- To enable the inhabitants produce agricultural products according to the needs of the market,
- To contribute to peace and stability in the region, as well as to cohabitation in harmony,

The Project was chosen because it had a potential of offering a better future to the inhabitants in the region by diversifying into undercover growing of vegetables, mainly in the off-seasons for each product selected to be grown, such as tomatoes, cucumbers, pepper, etc. In this way, the inhabitants would be encouraged to switching to growing products which would be more responsive to market needs as well as assure higher income.

TIKA assumed the responsibility of preparing and introducing the project to the interested inhabitants living in the villages of the belowed name towns. Turkish Ministry of Agriculture and Rural Affairs, together with its research institute from Antalya, the town most renowned with its greenhouses. TIKa also willingly met the cost of the undercovers, which would be donated to the interested growers, which already had a pieces of land on which an under cover would be constructed. On the part of Bosnia and Herzegovina, the regional municipalities of Srebrenica, Goražde, Prača and Tuzla assumed the responsibility of identifying the farmers, who should be eligible for receiving the under covers. The Agricultural faculty of the Sarajevo University also provided with technical support. The Ministry of Human Rights and Returning of Displaced People also took part in the project.

A Project was prepared by the West Mediterranean Institute of Agricultural Research in Antalya (working under the Turkish Ministry of Agriculture and Rural Affairs). Also the Project site (s) in eastern Bosnia and Herzegovina was visited in July/August 2006 to investigate the soil and climate conditions, as well as the properties of irrigation water and amount of sunshine during the period of growth were all favourable to undercover cultivation of fruits and vegetables. In fact it was particularly recommended because the average size of land ownership was so small that practicing intensive agriculture was not feasible. The recommendation to commence under cover growing was also substantiated by the fact that one could grow fruit and vegetables year round and the market value of the products grown would generally be much higher than what these products would normally fetch when grown with conventional techniques. Furthermore, since growing and harvesting vegetables and/or fruits would take place year round, this would also mean the necessity of year round labour, which was another important advantage.

The site investigation also included talking to the inhabitants of the above mentioned towns and their villages. Based on the discussions with the inhabitants, it was also concluded that the villagers would welcome such an initiative and that they would take part in its realisation. It was anticipated that the success of the Project would also attract those who had not yet returned to their homes and who were still hesitant in doing so.

TIKA assumed the responsibility of meeting the cost of the under covers with the irrigation system built in them. The under covers were designed originally with 100 sq.m land

surface area. Subsequently constructed under covers were increased to 150 sq.m. Either the low or high tunnel types were suggested for the construction of the under covers. In the years 2007 and 2008 a total of 20 families were supplied with the materials needed for under cover construction. It is expected that within 2009, 60 additional families will receive the necessary materials. Growing vegetables under covers commenced in early 2007 and this system has gained a wide popularity, which encouraged other people to utilize from the available opportunity.

While the project is still on-going, the following benefits have started to emerge and are expected:

- War victims of Bosnia and Herzegovina were being offered an alternative source of income,
- The Project, as it will find an expanded area of usage, will certainly contribute to country's productive power, after giving some support to the inhabitants of these regions,
- Poverty level of the country will gradually be reduced,
- The farmers producing vegetables under cover will soon start to learn to produce products according to the needs of the market,
- The Project will contribute to the restoration of peace and stability in the region, as well as to cohabitation in harmony,

Case 9. Beekeeping Project in Macedonia (Turkey – Macedonia)

The project entitled 'Development of Apiculture in Macedonia' was a rural development project for the ten villages of the city of Radovis for the purpose of improving the social and economic development of the people living in Eastern Macedonia. The project started in 2006. It was developed by TIKa (with the technical expertise provided by the Central Beekeeping Association of Turkey) and Macedonian Ministry of Agriculture and Rural Affairs. Within the scope of the project, TIKa has been responsible for developing the project and providing the expertise, materials and equipment. The Macedonian side has been responsible for coordination, monitoring and evaluation, as well as provision of local office facilities, services, etc. This excellent example of partnership and cooperation contributed significantly to the success of the project.

The activities of the project include:

- i) The first stage (2006-2009)
 - delivering training to the farmers on beekeeping, maintenance and apiculture techniques,
 - transplanting of bees from primitive baskets into modern hives, and
 - supplying the essential beekeeping materials, tools and equipment.
- ii) The second stage (2009-)
 - distribution of hives with bees to beekeepers,

- production of queen bees, swarms, royal jelly and pollen,
- providing training on harvesting and marketing techniques of honey,
- activities for the establishment of new production spots with the swarms, recycled by the beekeepers.

During the first stage, an expert bee producer from Turkey was dispatched to the region to provide a continuous training and consultancy service in the region for a period of 8 months (this assignment was repeated for each production season). The farmers' primitive hives were replaced with modern hives. Beekeepers were provided with training in the harvesting of honey; practical training to combat the 'Varroa' pest was also provided by using formic acid, which is an organic chemical. In 2007, a total of 1,150kg of honey was harvested from 182 hives at 13 production Spots, where hives had been modernized. In 2008 the largest beekeeping production enterprise was established which had a capacity to produce 1,650 queen bees/year. As of July 2007, 1,420 hives with bees and necessary materials/equipment were distributed to 66 beekeeper families participating in the programme (at a ceremony attended by representatives of the Macedonian and Turkish sides).

The achievements of the project during the first stage can be summarized as follows:

i) Achievements and Impact

- Farmers were introduced to new employment and additional income opportunities,
- People living in the region, involved in the packaging, labeling and marketing aspects, have also benefited from this income generation,
- Other farmers in the region have also expressed their desire to be involved in this project,
- Coherence achieved among various ethnic minorities (Macedonians, Serbs, Turks, Yoeurks, Romans, etc.) through cooperation in developing their local economy.
- Beekeepers have become members of the newly formed Beekeepers Association of Radovis, which later became one of the major beekeeper associations in Macedonia.
- The environmental impact of the project was that the pollination carried out by the bees increased the quality and quantity of the production of fruit and vegetables in the region (additional source of income).

ii) Sustainability:

- The trained farmers have the necessary skills to continue with the project on their own.
- The Beekeepers Association of Radovis will ensure the continued support and activity of the beekeepers, after TIKa's disengagement from the project.

- One of the most important aspects of the project was the provision of infrastructure and fit-out required for its sustainability.
- The rich flora of the region was highly suited to apiculture, ensuring the farmers with highly satisfactory income.

iii) Innovation:

During a study visit to the region in 2006, it became evident that the people failed to see apiculture as a source of income. Through this project, TIKa has demonstrated that economically, apiculture can be a source of income and has convinced locals that they can obtain a living without leaving the region. The fact that beekeepers were able to earn, within a short period an income equivalent to their annual income, has significantly increased the popularity of the project.

The project has brought impact in a wide range of areas such as followings:

- Job creation:** The project aimed at providing support for social and economic development of people living in Eastern Macedonia through vocational training on beekeeping. Active implementation of the project has revived trade activities in the region. Beekeepers were able to supply other beekeeping products, such as royal jelly, swarm, queen bee and pollen. At the same time, manufacturers dealing with intermediary production processes such as packaging, bottling, labeling, and supplying the crops to the market as a brand have created several new employment opportunities.
- Income-generation:** The project aimed at activating the inactive work force in the region and improving the living standards of the families. It has also made significant indirect contribution to the income levels of other people in the region.
- Infrastructure development:** Radovis has become a centre for apiculture. The region has developed a close interaction with nearby regions for the exchange of information.
- Education:** The project demonstrated that there are opportunities for families to improve their living standards. The efforts of the families that participated in the project provided a model for the others. An important improvement has been observed regarding girls' attendance at schools. The increasing significance attached to education has led to repairs and refurbishment of almost all schools in the region.
- Social inclusion:** To maintain social peace and harmony in a country such as Macedonia, where different ethnic structures, languages and cultures have been inherited, it was essential to unite these varieties on a common goal. This project in Radovis and ten villages brought people from different ethnic origins together for a common objective. Thus, the project not only contributed to the economic structures of a group of families, but also improved their self-respect and their respect and confidence for the society they lived in.

- vi) Outreach: The project has set a model for other people, encouraging them for similar initiatives. Many people have learned new techniques for income generation and changed their lifestyles, while some others have enlarged their houses or started to save money for higher education of their children. In this context, vegetable and fruit cultivation has also recorded a significant improvement in the region, where inhabitants were no longer dependent solely on tobacco cultivation.
- vii) Networks: A web of communication between the state, NGOs and other relevant units has been established to facilitate exchange of information. Throughout the project, farmers had the opportunity to come together with lecturers from universities, specialists from relevant public institutions and organizations, and participants from non-governmental organizations.
- viii) Environment: Because bees visit more than 130 thousands different plants, considerable improvements were achieved in the reproduction of many flowers and plant species, as well as in the preservation of the ecological equilibrium as a result of the project.

The future work of the project at the second stage will be: scaling up and replication, production of modern bee hives, improvement of quality and quality assurance systems, improvement of domestic marketing of honey. Production of honey in harmony with EU standards, set-up of a honey filling plant, development of packaging, training on exporting, preparation for export marketing

Case 10. Technical Assistance in Olive Production (Argentina – Peru)

This project was conducted from 1999 to 2005 with the cooperation of Argentina, with several intermediate stages. The objective of the project was to consolidate an olive production-export chain in Peru, focusing on the southern coastal regions.

One important comparative advantage of Peru as a potential olive producer resides in its geographical location. Peru is one of the very few countries around the world where the olive may be left on the tree until it has matured and then collect it at this phase.

As stated by the International Cooperation Policy, international cooperation in Peru must be aligned to the following four axis and twelve strategic priorities: establishes seven principles and twelve long-term priorities for International Cooperation at the Country Level.

The assistance dealt with the following problems to solve:

- On the field, the need to strengthen the olive-growing technique
- At the enterprise level, the need to improve industrial processing and secure appropriate quality standards for the final product.
- At the market level, the need to implement technical standards and regulations, as well as allowing small producers to enter into a highly-concentrated market dominated by big providers.

The programme may be divided into the following intermediate steps that constitute relevant milestones:

- In 1999, training in olive growing
- In 2000, internships
- In 2001, technical assistance in olive trimming.
- In 2002, assistance in olive processing
- In 2003, installation of a greenhouse
- In 2004/2005, technical assistance in processing, quality control and commercialization of the olive.

The increase in productivity resulting from the project was significant. In 1999, the olive yield was about 4,300 Kg/Ha, while in 2004, it had increased to about 7,000 Kg/Ha. Of course, this improvement does not take into account the increased quality factor that was also achieved.

In addition to the described quantitative and quality improvements, parallel efforts leaded by the Peruvian Export Promotion Agency (PROMPEX) gave a boost to the Peruvian olive in the international market, enhancing its brand recognition and value.

The Olive production project demonstrated that additional value may be created when the South-South cooperation efforts are synchronized with the public programmes of the beneficiary government. Thus, the value of the introduced olive production and export-generating skills was significantly enhanced by the fact that PROMPEX was also promoting the olive as one of the Peruvian 'flagship' products on the external markets.

Case 11. South-South Cooperation and Small Enterprises (India – Ethiopia, Kenya, Tanzania)

In Africa, during the 1960s and 1970s, several newly independent countries embarked on programmes to diversify export base, encourage domestic processing of primary products and produce products which could substitute imports. All such piecemeal approaches proved inadequate in bringing economic transformation in these countries. It was in this context that several African countries were looking for technologies which were appropriate, easy to learn and maintain, and could help them in processing of local raw materials and produce products to cater to the local demands as well as for export. The basic objective is also to encourage indigenous enterprises, meet with demand for local markets, keeping in view paucity of foreign exchange and above all generate employment opportunities.

India had embarked on an ambitious programme for the development of small industries much earlier and had gained considerable experience in developing and utilizing appropriate technologies based on which projects could be set up on decentralized basis, creating employment for its people. At the same time, an institutional framework was created with in-built incentives not only for promotion and development of small enterprises, but also for vocational training and skill development for local citizens.

Unemployment and appropriate technologies to create more jobs per unit of investment have been the major concerns for most of the developing countries. In this context, small enterprises and informal sector development are recognized for highest job creation and have thus formed an important component of their development strategies.

Several countries in Africa were exposed to the dynamic growth of small and medium enterprises (SMEs) in India and the vast reservoir of technologies and methods of production which they found to be relevant and cost-effective for their own countries. Moreover, India has been a willing partner to share its experience and expertise for developing entrepreneurship and small industries and thus has been making efforts to promote economic and technical cooperation with the developing countries in the context of South-South cooperation. In this effort, the National Small Industries Corporation (NSIC), a Government of India enterprise, has been playing an important role and has thus established a working model for South-South Cooperation in the area of small and medium enterprises development. NSIC has shared its experiences with several countries. However, three cases are illustrated hereunder. The approach in these cases has been demand driven and also to some extent supply oriented when the technologies available within India were demonstrated and shared with the beneficiary countries.

Ethiopia

Based on the agreement signed between NSIC and Small Industries Development Agency of Ethiopia (HASIDA), it was agreed to supply 36 small industry projects identified by HASIDA along with the technical know-how. In this context, an MOU was also signed between the Government of India and Ethiopia as a part of South-South Cooperation during the State visit of the President of Ethiopia to India. The agreement with NSIC also envisaged organization of a Technology Exposition in Addis Ababa for display and demonstration of the projects at one place before their installation at various project sites selected by HASIDA. The idea was to inculcate the spirit of Enterprise amongst the Ethiopian people.

36 Small industrial projects were supplied and amongst them 26 projects were displayed at a special Exposition of Technologies involving installation in an especially constructed industrial estate and demonstration of about 1,200 machines. 100 engineers and technicians were deputed by NSIC from India for extended period to install and commission the projects and train local entrepreneurs and technicians along with the transfer of technical know-how.

Some of the projects supplied and installed in Ethiopia were for the manufacture of such items as Plastic Flash Light Torches, Spectacle Frames, Fuel Briquettes, Microcellular Sheets, Printing Ink, Egg Trays, Essential Oils, Di-Calcium Phosphate, Spindle Tapes, Geometry Sets, etc. It may be mentioned here that HASIDA had already been working for the development of cottage and small industries in Ethiopia and thus had both skilled and semi-skilled manpower to run and manage small enterprises after on-the-job training at site.

The projects supplied in Ethiopia were primarily based on locally available raw materials and/or to meet local demands. For example: Fuel Briquette plant, based on locally available saw dust, which was otherwise a waste material, was meant to meet local demand

as an alternate source of energy. The technology was semi-automatic. In some cases, the production was such as could also be exported to neighbouring countries. For example, Microcellular Sheets plant, based on raw rubber available locally and using again semi-automatic technology, was meant to meet local demand as well as for export. Egg Trays plant, a low value product, was based on locally available waste paper and again based on semi-automatic technology. The Essential Oil project, a high value item, was again based on locally available raw materials. Similar was the case with several other projects. In fact the emphasis was on technology of low cost value, easy to run and maintain, non-polluting and creating more jobs per unit of investment. The products chosen were such as were primarily based on locally available raw materials (in some case raw materials were also required to be imported in the initial stages) and to meet local demand or for export to neighbouring countries. As mentioned earlier, local technicians were trained to operate the machines and to understand the technologies. NSIC, in fact, provided detailed operations and technology transfer manual in each case. No problems were faced by them in understanding the operations and manufacturing the final products.

Concurrently, an International Workshop on Transfer of Technology for Small and Medium Industries was organized in December 1989 in the historic Africa Hall in the ECA (Economic Commission of Africa) building jointly by NSIC and HASIDA in collaboration with ECA and financial support of TCDC unit of UNDP. More than 200 delegates from 35 African countries from the private sector and public institutions attended and deliberated and also visited and appreciated the exposition and found it as being relevant to the countries of Africa. The NSIC-HASIDA project demonstrated the spirit of bilateral South-South Cooperation between India and Ethiopia on the one hand and South-South Triangular Cooperation for the Workshop with the support of United Nations - ECA and TCDC unit of UNDP.

The project period from concept to commissioning of the projects and handing them over to HASIDA was about 18 months.

Kenya

In 1984, the then Assistance Foreign Minister of Kenya, Mr. Philip Leaky, visited India with a high level delegation to acquaint themselves with technologies that were available in India and could be replicated in Kenya. The delegation selected 40 projects relevant to the Kenyan needs which were then demonstrated in a Technology Exposition in Kenya in March 1985 again with the objective to train local manpower and transfer the technologies. The exposition was visited by the Kenyan President who expressed appreciation and indicated that small industry is the answer to many problems. He said impromptu at the Exposition that 'That is what we need for our people. Our people can operate them and we can afford them and not big expensive plants.' It was at this time that industrial policies of Kenya were reoriented towards projects with accelerated employment potential, ensuring larger share for lower income groups, increased use of local inputs, indigenous entrepreneurial development, production of inexpensive goods, etc. In fact, President Moi of Kenya threw his weight behind small scale industrialization when he visited the Jua Kli (Swahili for 'hot sun') technicians and artisans in their hubs in March, 1985 after his visit to the Technology Exposition organized by NSIC in Nairobi.

The exposition and the concurrent seminar were organized in cooperation with Appropriate Technology Advisory Committee of Kenya and Kenya Industrial Estate. These organizations were already active in the promotion of small enterprises and some degree of production technologies and facilities already existed in Kenya. There was thus no problem for the local manpower to understand the operation of the machines and learn the technologies involved in the manufacture of end-products.

Some of the projects supplied in Kenya were for the manufacture of such items as Rubber Erasers, Exercise Books, File Covers and Envelopes, Socks Knitting, Oil Extraction, Flour Mills, Wooden Products, Paint Brushes, Aluminum Utensils, Banana Leaf Cups and Plates, Potato Chips, Toilet Soap, Rope Making, etc. As in the case of Ethiopia, the projects were based on semi-automatic technologies, creating more jobs per unit of investment, using mainly locally available raw materials, and producing goods for the local market as well for export in some cases. The processes were easy to be learnt and the local technician did not find it difficult to operate the machines and produce the intended products. The project period from concept to the commissioning of the machines and handing-over the projects to the local entrepreneurs was about 12 months in this case.

Concurrently with the technology exposition, a seminar on 'Small Industries for Self-Employment' with participation from thirteen African countries and international organizations was organized. Based on the recommendations of the seminar, the Government of the Republic of Kenya prepared a policy document for Small Enterprise Development and presented the Sessional Paper No. 1 to the Kenyan Parliament entitled 'Economic Management for Renewed Growth' which was adopted and laid the foundation for an impetus to Enterprise Development in Kenya.

Tanzania

Consequent to the visit of the then President of Tanzania in March 1973 with a high powered delegation to India, several small and medium enterprises with strong linkages between agriculture and industry were seen working efficiently in India. This was followed by a visit of an Indian team of experts to conduct a detailed feasibility study to suggest programmes and a course of action for the development of small and medium enterprises in Tanzania. On the recommendations of this team, Small Industries Development Organization of Tanzania (SIDO) was set up for providing extension services for the development of village and small industries. Extension workers and development workers from SIDO, Tanzania were trained in India with a view to familiarize them with the tools and techniques of providing extension services to the village and small industries. Senior economist and technologists were deputed to SIDO, Tanzania for extended periods to assist and train local manpower in planning and providing extension services.

48 small industrial projects were supplied under an arrangement between NSIC, India and SIDO, Tanzania. All necessary technical support was provided in the installation and commissioning of these projects. The projects were identified by SIDO, Tanzania itself and were either based on domestic demand or on utilization of local raw materials. NSIC, India has continued its association with SIDO, Tanzania and has been extending its cooperation in the growth of village, small and medium enterprises in Tanzania.

A credit line was extended to Ethiopia for the 36 projects supplied to them through the suppliers' credit with coverage from the Export Credit Guarantee Corporation of India (ECGC). No credit line was extended to Kenya as all the projects were bought by them on out-right basis after the exposition. Similarly, a credit line was also extended to Tanzania by the Government of India. However, the expenses on technical support in deputing technical personnel and training of local manpower were met through the Indian Technical and Economic Programme/ Special Commonwealth Assistance for Africa (ITEC/SCAAP) South-South Cooperation programmes of the Government of India and implemented by NSIC, India.

The key factors in making a success of South-South Cooperation in the development of small industries in Ethiopia, Kenya and Tanzania were the (a) interest taken by the political leadership of the respective country, (b) appropriateness of technologies available in India to the local conditions in these countries, (c) conviction on the part of beneficiary countries that there was need to develop local industries using mainly local raw materials and thus add value, and for local demand, (d) to reap the benefits of comparative advantages, even if in some cases raw materials were to be imported in the initial stage, (e) creation by NSIC in India a Technology Platform, known as Techmart, to which leaders, both political and development agents could be invited for familiarization and to assess the suitability and applicability of the technologies available in India with their needs, (f) availability of credit lines on soft terms from India in the spirit of South-South Cooperation, (g) availability of technical support under the ITEC/SCAAP programmes, (h) demonstrated sustainability of the technologies and possibilities of identification and installation of more projects through the demonstration effect, and (i) India's willingness to share its experiences with other developing countries in the true spirit of South-South Cooperation

Case 12, Support to China-Africa Business Council (CABC) Project (China – African countries)

The objective of the CABC project is to create an enabling environment for China-Africa economic and technical cooperation through support to the establishment of a China-Africa Business Council (CABC) in China, and in five 'core' African countries. CABC seeks to enable the deepening of economic relations between China and Africa particularly with regard to investment. It is private sector driven with strong public sector support.

Parties to the cooperation project include the China Society for Promotion of the Guangcai Programme (Guangcai), the United Nations Development Programme and the China International Centre for Economic & Technical Exchanges (CICETE). As a non-governmental organisation non-state-owned enterprises are principal members and beneficiaries of CABC. CABC's strategic partners include a wide range of national and international stakeholders and the objective is to create a network across the China-Africa business spectrum.

Project strategy entails institutional and capacity building components with partnership building as the over-arching objective. CABC plans to set up its headquarters in Beijing, and branch offices in five 'core' African countries and other cities in China. CABC

plans to evolve into a two level mechanism that works on the one hand with government ministries to participate in the Sino-Africa Forum, and on the other as a practical business tool to assist Chinese and African companies pursue their business interests and achieve greater success in investment and trade activities.

Project results achieved so far have been encouraging. On the institutional and capacity building front, the CABC HQs and the Secretariat have been set up and functioning. Three branch offices have been set up in three Chinese cities (Shanghai, Shenzhen and Hongkong). The Board of Directors and the Board of Advisors have been established and playing their respective roles. The planned branch offices in 'core' African countries are at their planning stage. Setting up of Guangcai Parks in African countries are under discussion. Partnership with a variety of stakeholders has been strengthened.

As an institution, CABC co-organized the Beijing Summit of the China-Africa Cooperation Forum in 2006 and the first China-Africa Business Forum in Arusha (Tanzania) in 2008. CABC attended important events such as the World Investment Forum, UNCTAD XII and UN Global Compact Summit. In 2007, CABC was identified as a collaborating partner to the joint UNDP/SU/SSC China programme 'SS-GATE', recognition of CABC's capacity in promoting global SSC.

CABC's capacity as a service oriented international institution devoted to promoting Sino-Africa economic cooperation has been built up and strengthened. CABC has been able to broker quite a number of business deals by organizing high level trade missions to and from African countries, workshops etc, mostly with the help of African embassies in Beijing and Chinese embassies in Africa. Some positive business arrangements such as trade agreements, including long term trade arrangements, investment projects, and research projects have been concluded. One such investment is made by the Shenzhen Energy Investment Co., Ltd which established a Joint Venture Power plant at Kpone, near the port city of Tema (Ghana). Ghanaian President John Kufuor and CABC Chairman Hu Deping attended the inauguration ceremony on April 18, 2008. The gas-powered power plant is one of the first investment projects supported by the China-Africa Development Fund (CADF).

These projects already produced positive impact on local community in terms of employment generation, and economic growth. An informative and dynamic website is up and running. A news letter has been published since 2007. Database of experts has been set up. CABC has been working towards self-financing and sustainability through experimenting different funding mechanisms.

Factors contributed to the success of the CABC project include:

i) Political factors:

From the political perspective, the enabling environment has been a contributing factor: Sino-Africa cooperation gained momentum entering the new Century. China issued a policy paper on Sino-Africa cooperation in Jan. 2006, spelling out clearly the overall strategy and specific areas of economic cooperation between China and Africa. Sino-Africa cooperation surged to a new height with the Beijing Summit on Sino-Africa Cooperation

held in November 2006. The launching of the China-Africa Development Fund in June 2007 in Beijing was another concrete action to support China-Africa cooperation. The establishment of the CABC in 2005 was clearly in line with China's national strategy in supporting Sino-Africa cooperation.

Support from the Chinese government to CABC has been evident all through the programme. The Chairmanship of CABC was assumed by a Chinese Minister is an expression of the importance of the programme attached by the Chinese government. Senior leaders' participation in project activities undoubtedly renders the project more political weight and visibility. Of the key Chinese stakeholders participating in the programme, some are private sector institutions, others are public sector institutions. Support from African countries has been unprecedented. Heads of State from 47 African countries attended the Beijing Summit on Sino-Africa Cooperation in November 2006. This event alone gives expression to the commitment of African countries in their pursuit for cooperation with China.

ii) Technical factors:

The extensive network CABC establishes and strengthens with stakeholders both in China and in Africa contributed to the success of CABC's business performance. By engaging all relevant stakeholders such as government ministries, international financial institutions, development banks, UN agencies, UN country offices, NGOs, CABC ensures access of members to all dimensional services in their business pursuit. CABC as an independent entity is accessible to all/any private or semi-private business both in China and Africa. Links with stakeholders such as UNDP and other multilateral agencies will be sustainable once CABC is given the permission to retain its international status. This will enable CABC to continue its function as a facilitating and servicing agency for promoting Sino-Africa trade and economic relations.

As part of the project infrastructure, the CABC Secretariat which has been functioning with high efficiency is another indispensable factor contributing to CABC's business dynamics.

The project was designed to be a three year project (2005-2007) and project implementation adopted the NEX modality with Guangcai playing the implementation role. Like in many other UNDP projects, the project design was over ambitious. It is quite understandable that some of the objectives have not been fully realized within project lifetime.

The CABC project has been considered a success in spite of the yet-to-be fulfilled objectives. Much of its success could be attributed to its partnership with the private sector. Its contribution to poverty reduction in Africa and impact on local community life is beyond question. It has set a good example for Asia-Africa cooperation. It should be gratifying for UNDP that such a result oriented initiative has supported South-South cooperation in a concrete and tangible manner.

7. TRIANGULAR COOPERATION

Triangular cooperation has been paid increased attention as a part of the efforts to promote South-South cooperation. Recent discussions on South-South cooperation, such as those at the High-Level Committee on South-South Cooperation and the Development Cooperation Forum, recognize triangular cooperation as a useful tool to promote closer collaboration among developing countries and traditional donors; and the Accra Agenda for Action (AAA), adopted at the High-Level Forum III on Aid Effectiveness, encourages further development of triangular cooperation. Yet, triangular cooperation has been still underutilized tool with a relatively limited number of traditional donors having been actively involved in it. Moreover, while triangular cooperation helps enhance the effectiveness of cooperation through synergies, it is also pointed out to be more time-consuming in preparation and implementation. Closer examination of current practices and benefits of triangular cooperation are needed to further promote it. This chapter investigates current situation of triangular cooperation and existing good practices, based upon the survey results and case studies.

7.1 CURRENT SITUATION

This section first examines current policy, activities, and institutional arrangements of donor and international organizations. It then looks at the situation of triangular cooperation in developing countries, finally considers the benefits and challenges of triangular cooperation from the viewpoint of the parties involved (i.e., pivotal countries, beneficiary countries, and donor and international organizations).

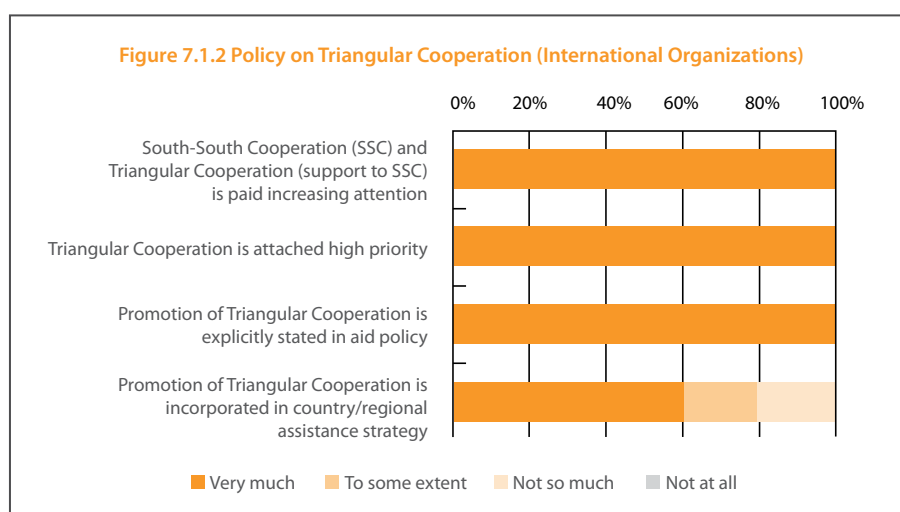
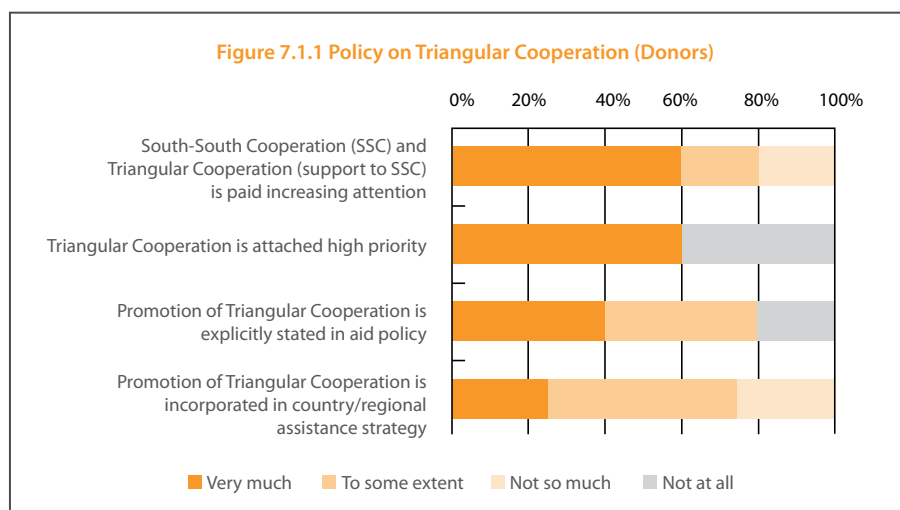
7.1.1 Policy, Institution, and Activities of Donor and International Organizations

Policy

To what extent is triangular cooperation attached high priority and its promotion articulated in aid policy and specific strategy such as country/regional assistance strategy? Figures 7.1.1 and 7.1.2 present the responses from donor and international organizations,

respectively. The responses from donor organizations show that growing attention is paid to South-South and triangular cooperation. However, the status of prioritization of triangular cooperation is mixed; few countries clearly articulate its promotion in policy or fully incorporate it in specific strategies. Among those countries that do articulate the promotion of triangular cooperation in aid policy are Japan and Spain. Japan, for example, states its policy to support South-South cooperation in its ODA Charter, and incorporates promotion of triangular cooperation in its regional cooperation strategies and country cooperation programmes in major pivotal countries.

In contrast, all the international organizations indicated that they attach high priority to triangular cooperation and that its promotion is articulated in their policies. Yet, the extent to which they incorporate promotion of triangular cooperation in specific strategies varies. In fact, the UN inter-agency discussions on South-South cooperation point out that, while South-South cooperation is attached much importance and promoted by the UN system as a whole, efforts are still fragmented and more systematic mainstreaming of South-South cooperation is needed across the system as well as in organizations.



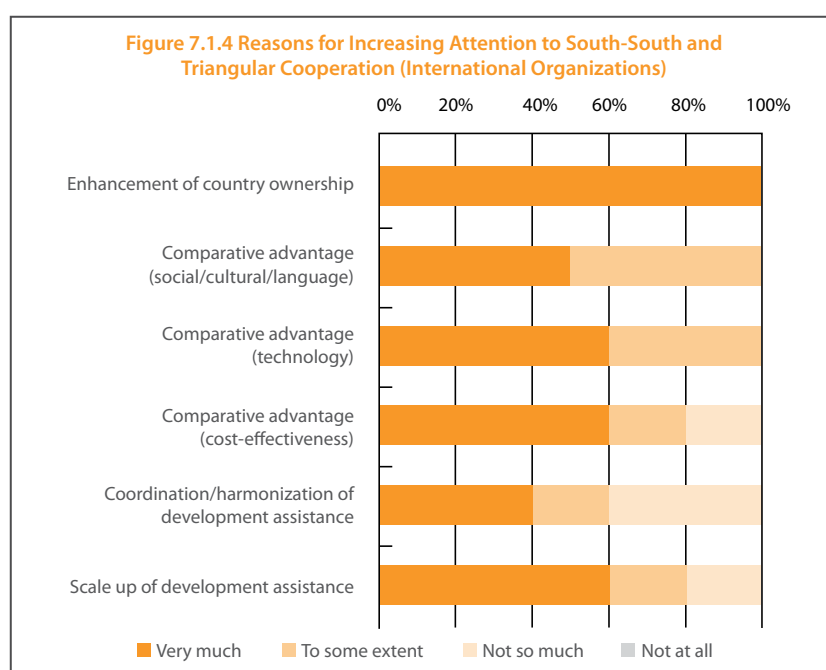
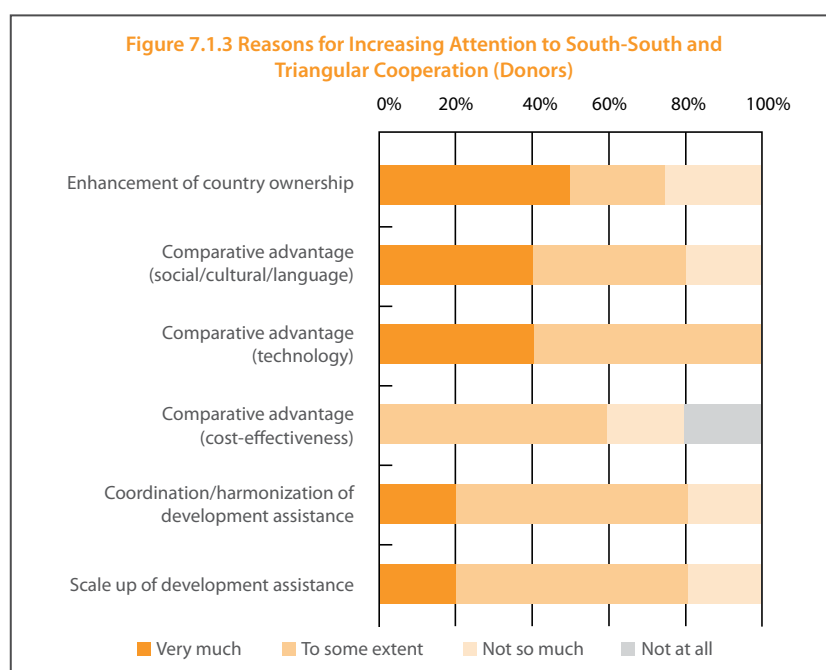
Why do donor and international organizations pay increasing attention to South-South and triangular cooperation? Figures 7.1.3 and 7.1.4 show their responses to the question. As the major reasons, many organizations mentioned enhancement of country ownership and comparative advantages of South-South cooperation, specifically the availability of technology and know-how suitable for beneficiary country as well as similar social/cultural situation and use of the same language. Scale-up of the results of past assistance is also considered important. Actually, in response to the question about to what extent triangular cooperation is linked with their past cooperation to a pivotal country, most of the donor and international organizations answered that they engage in triangular cooperation in a way to build on joint experience with the pivotal countries from the past cooperation and that the main partners of their triangular cooperation are the organizations who have experience in receiving their cooperation. An exception is the cooperation in the area of research: some donor and international organizations mainly involved in the above area of cooperation mentioned that, among their triangular cooperation projects, those with new partner organizations also occupy a substantial share.

Bilateral donors and international organizations differ in their views concerning cost-effectiveness as a reason for their interest in triangular cooperation. While most of the international organizations list cost-effectiveness as a reason for their interest in South-South and triangular cooperation, donor organizations do so to a lesser extent. International organizations cited the following reasons for the cost-effectiveness of triangular cooperation: lower administrative overheads as well as transport and procurement costs in pivotal countries; the availability of more appropriate and sustainable technology; and greater effect on capacity development. In contrast, several donor organizations mentioned that triangular cooperation was not necessarily cost-effective; they pointed out that transaction costs were high as more time and labour were necessary in negotiating and coordinating policy, procedures, and methods. There was also a comment that operations of triangular cooperation required considerable institutional investment as headquarters and two country offices were involved. The above-mentioned differences in response from donors and international organizations reflect this perception concerning the cost-effectiveness of triangular cooperation. (The issue of transaction costs will be further examined late in this chapter.)

Finally, the answers from donor and international organizations show that promotion of coordination and harmonization of development assistance does not necessarily constitute strong reasons for their interest in South-South and triangular cooperation. However, at the same time, the survey responses show that there are many cases in which triangular cooperation helps to promote coordination and harmonization. Responses from donors and international organizations mention that they engage in triangular cooperation as a way to coordinate, especially at the strategy level, their aid to beneficiary countries; such responses are in line with the responses of pivotal countries and beneficiary countries cited in chapter 4 concerning the impact of triangular cooperation on coordination of aid activities.

One good example is assistance to Haiti. There, triangular cooperation was actively employed between pivotal countries in the region and donors such as Spain and France,

under the international cooperation framework agreed at the Donor Conference for Haiti; this helped coordinate support by all the development actors to Haiti. Further, triangular cooperation by international organizations often leads to collaboration by other donor organizations. For example, UNESCO supports a South-South cooperation programme in the area of water education and research in Southern Africa; the Netherlands and Sweden collaborate with UNESCO in supporting the programme. These indicate that while promotion of coordination and harmonization of development assistance itself may not necessarily be a direct reason for donor and international organization to engage in triangular cooperation, improved coordination often is an outcome of engaging in triangular cooperation.



Priority Areas and Regions and Major Partners

The survey asked donor and international organizations about their priority areas and regions as well as major pivotal countries with which they have been working. As for priority areas, answers from donor organizations show that they do not set specific priority areas, except Spain who places priority on good governance, climate change and environment, and research and development. In the case of international organizations, most of them set specific priority areas within their areas of mandate. For example, UNIDO listed, as main areas of their triangular cooperation, agroindustries, trade capacity building, and renewable energy, while UNESCO cite physics and mathematics education, information and communication technologies, and science and sustainable development.

As for priority regions, while Spain and Japan answered that they set specific priority regions, other donor organizations answered that they do not set specific priority regions. Spain, for example, puts priority on Latin America as the priority region and Latin America and Africa as the priority for inter-regional cooperation. Japan, while its priority regions cover Asia, Latin America, and Africa, the priority for inter-regional cooperation is placed on Asia and Africa. Taking into consideration the answers from donor organizations on their policy on triangular cooperation shown in the previous part, the status of articulation of policy seems to have much to do with the status of the prioritization of the areas and regions by donor organizations. Answers from international organization vary, given the areas of their mandate. For example, while UNDP does not set specific priority regions because of its global involvement, UNIDO puts priority on West Africa. UNESCO places priority on different regions in accordance with its specific areas of activities.

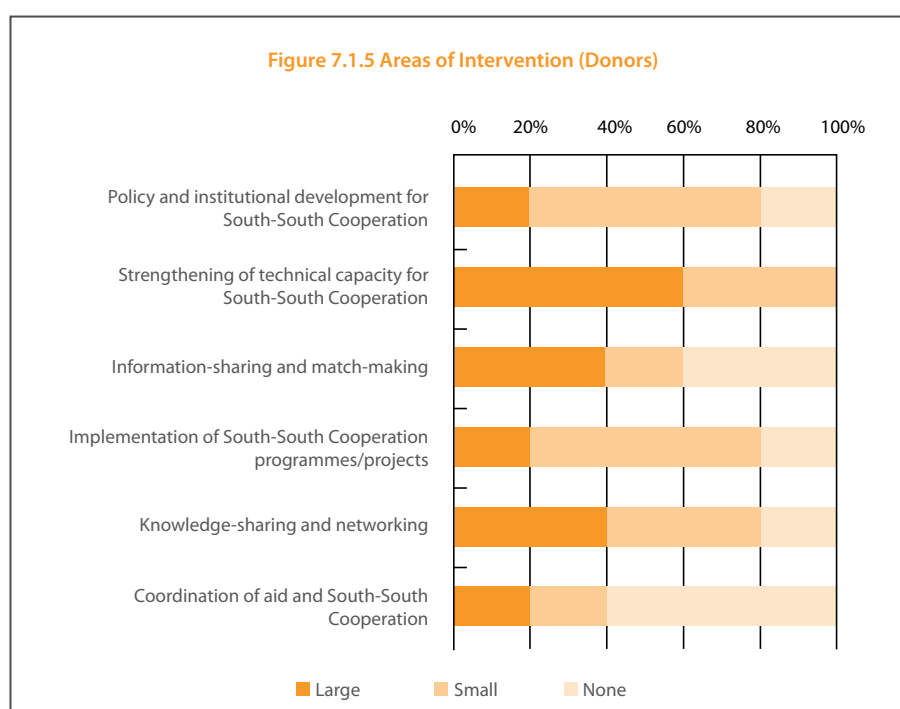
Responses from donor and international organizations on major pivotal countries show a slightly different picture. The survey asked donor and international organizations to list five major pivotal countries. Among the most frequently mentioned were Brazil, Argentina, Chile, Mexico, South Africa, India, China, Singapore, and Malaysia. In particular, Brazil appears as a major pivotal-country partner of all the responding donor and international organizations. For donors, major pivotal countries tend to be in Latin America; an exception is Japan, whose major pivotal countries are spread across multiple regions, especially Asia. Also, while India and China appear as major pivotal countries for all the international organizations, they are not included among the focal pivotal countries for donor organizations.

This may be related to the criteria used by donor and international organizations to select partner pivotal countries for triangular cooperation. Survey responses indicate that the key criteria for selecting partners are: advanced expertise in the area of cooperation; reputation in the area; capacity to coordinate and carry out cooperation activities; and position as an important South-South cooperation or regional/global actor. It is considered that these aspects, as well as the interests of donor and international organizations in scale-up of their past cooperation, which is shown in the previous part of this section, led to the above-mentioned concentration on specific countries. Partnering with countries of 'excellence' with more advanced expertise and implementation capacity, including those which have received cooperation from donor and international organizations

in the past, is reasonable and useful in terms of effective cooperation. However, as the cases in this study show, the roster of developing countries involved in South-South cooperation is much larger than those who currently occupy the position of major partners in triangular cooperation; South-South cooperation also takes place between less advanced countries as a way to horizontally share knowledge and jointly tackle their development challenges. Thus, there may be some missed opportunities, which partnering arrangements as mentioned above have not explored.

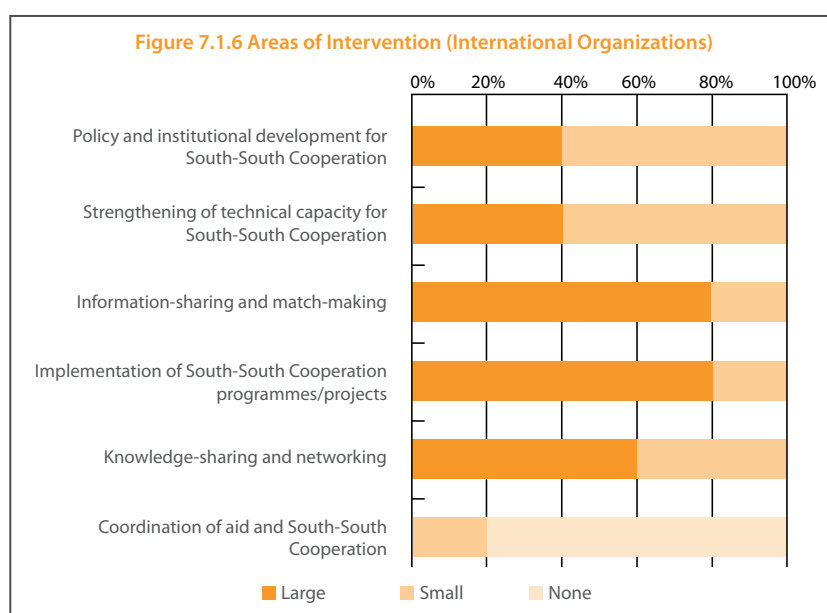
Activities

The survey asked donor and international organizations about their major areas of activities in supporting South-South cooperation and the extent of those activities. Figures 7.1.5 and 7.1.6 summarize their answers. As the figures show, donor organizations, in addition to their involvement in specific triangular cooperation programmes/projects, also support technical capacity strengthening of pivotal countries. They also provide support, though to a lesser extent, for development of policy and institutional framework, information-sharing and match-making, and knowledge-sharing. International organizations are involved in a greater variety of activities; areas in which they support a large number of activities include information-sharing and match-making as well as knowledge-sharing and networking. However, only a few donor and international organizations indicated that they provide support for coordination of South-South cooperation and aid.



One example of support for development of policy and institutional frameworks comes from Spain, which has assisted Mexico and Uruguay in establishing and consolidating their departments engaging in South-South cooperation. Germany has supported Brazil (ABC and its implementing organizations) in developing their capacity for implementing South-South cooperation. Japan has carried out a partnership programme

with 12 major pivotal countries and provided similar support to some of these countries to help develop their capacity for programme/project implementation; for instance, in Chile, a 3-year project was conducted for this purpose. On the part of international organizations, UNDP has extended support to various pivotal countries, including Turkey and China. In the area of information-sharing and match-making, in addition to the cases taken up in Chapter 4, other examples include that of Germany, which has arranged partnership workshops with pivotal countries and beneficiary countries to support demand-driven match-making, including a workshop among Thailand, Laos, Cambodia, and Vietnam. Spain has also provided similar support under the Spanish-Chilean Initiative within the context of the Iberoamerican Summit. Further, as a support at the global level, UNDP has established the Web of Information for Development (WIDE), an online web-enabled system for gathering information on developing-country experts and institutions.



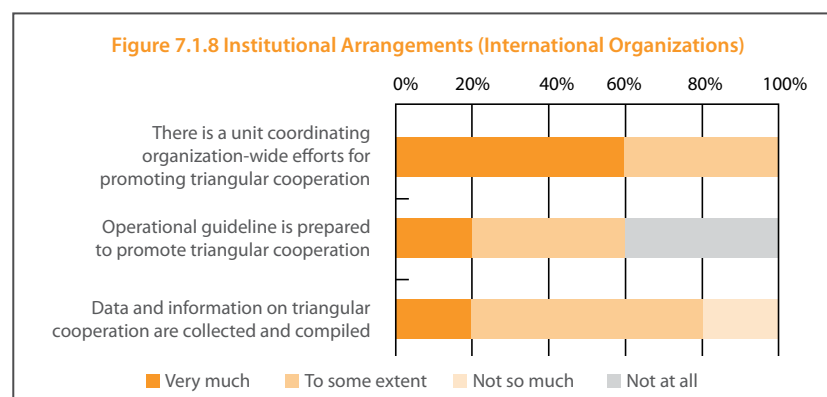
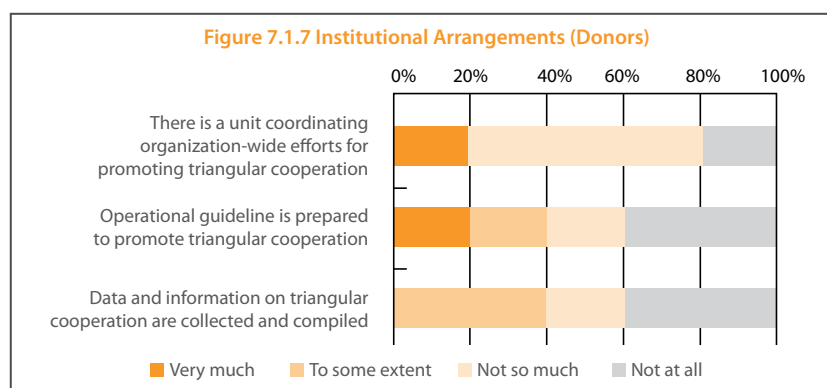
One notable feature of activities by international organizations in supporting South-South cooperation and promoting triangular cooperation is establishment of centres and network. UNESCO, for example, has established the International Centre for South-South Cooperation for Science, Technology and Innovation (ISTC) in Malaysia as an international platform for South-South cooperation in the area mentioned. It provides training in specified areas, develops networks of centres of excellence, fosters South-South cooperation, and facilitates the exchange and dissemination of information. It makes use of the network of the G-77 plus China and the Organization of Islamic Conference; while the Centre is located in Malaysia, its training is provided not only in Malaysia but also in other countries such as Korea. Similarly, UNIDO has set up two industrial cooperation centres in India and China. UNDP has supported the establishment of Africa-Asia SME Network through Technonet Asia, which is made up of eight countries in Asia, and promoted joint South-South cooperation by those Asian countries to Africa. Many international organizations conduct these kinds of activities, which facilitate multilateral networking and cooperation among developing countries, by making use of their strengths as multilateral organizations.

While support to networking and cooperation among multilateral developing countries by donor organizations is generally smaller, some examples are seen, especially in research-related area. For instance, IDRC Canada has supported a research network—the Global Research Network for Learning, Innovation and Competence Building Systems (Globelics)—among Brazil, China, India, Russia and South Africa to study national innovation systems. Japan has also provided support to the African Institute for Capacity Development (AICAD), a centre for networking among Kenya, Tanzania, and Uganda for research and projects for human resources development in Africa. Cooperation among these network countries is carried out more horizontally, given the nature of research cooperation.

Institutional Arrangements

What is the status of institutional arrangements of donor and international organizations in carrying out the activities mentioned above? The survey asked about: the existence of a unit coordinating the organization-wide efforts for promoting triangular cooperation; the existence of operational guideline to facilitate implementation of triangular cooperation by their staff; and the collection and compilation of the data and information on its triangular cooperation.

The survey results are shown in Figures 7.1.7 and 7.1.8. As for the existence of a co-ordination unit, all the international organizations answered that there is such a unit. UNIDO, for example, has established the Special Programme Group for this purpose and been mainstreaming support to South-South cooperation in its Country Programmes. On the other hand, among donor organizations, only Japan answered that they had such a unit. With regard to operational guidelines for promoting triangular cooperation, only about half of donor and international organizations—including, UNDP, UNIDO, Japan, and Spain—answered that it was prepared.



Further, the responses from both donor and international organizations show that the collection and compilation of data are rather limited. In fact, among donor organizations, only Spain provided data on their net disbursement of triangular cooperation as well as its regional distribution. Other organizations responded that data were not systematically compiled or not compiled specifically as triangular cooperation. This seems to be related to the fact that triangular cooperation is implemented in diverse forms, including programmes/projects as a part of bilateral cooperation with pivotal or beneficiary countries, one of regional cooperation programmes/projects, and global programmes beyond specific regions/countries. In this regard, the survey results also show that categorization of triangular cooperation differs by organization. Germany, for example, allocates its budget as support to beneficiary countries. On the other hand, Japan does so mainly as support to pivotal countries. This indicates that, although limited data collection and compilation of South-South cooperation by developing countries was identified as one of the challenges of South-South cooperation, donor and international organizations have similar challenges on their part.

7.1.2 Situation of Triangular Cooperation in Developing Countries

To examine the situation of triangular cooperation from the viewpoint of developing countries, the survey asked about: the proportion of triangular cooperation in overall South-South cooperation and its recent trends; major triangular donors and their areas of support activities; differences in the approach to triangular cooperation by different donors; and developing countries' strategy on triangular cooperation.

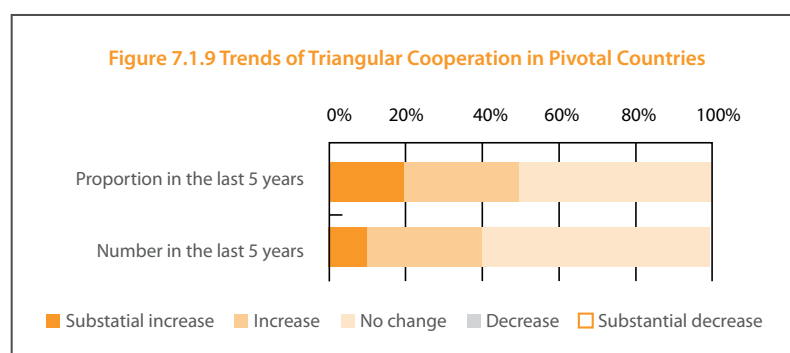
Proportion and Recent Trend of Triangular Cooperation

Survey responses from pivotal countries indicate that the proportion of triangular cooperation in overall South-South cooperation, by number of programmes/projects, varies from less than 5 percent to 25 and 50 percent, with about half of the responding pivotal countries answering that the proportion was around 10 percent. This indicates that triangular cooperation does not necessarily occupy a large portion of overall South-South cooperation for these pivotal countries, despite the fact that they are major partners of triangular cooperation by donor and international organizations. It is considered because major partners of triangular cooperation by donor and international organizations are, as seen in the previous part, countries with advanced expertise and implementation capacity, which have been playing by themselves an important role in South-South cooperation.

The survey asked a similar question on the proportion of triangular cooperation in beneficiary countries. Their answers coincide that triangular cooperation occupies 20 to 30 percent of all South-South cooperation received. This higher proportion of triangular cooperation may indicate that the beneficiary countries selected for the survey receive South-South cooperation from multiple pivotal countries.

As for the trend of triangular cooperation in the last 5 years, half of the pivotal countries answered that the proportion of triangular cooperation had increased, and about 40 percent answered that the number of triangular cooperation donors had also increased. However, the rest answered there had been no change. Those who answered that both

the proportion of triangular cooperation and the number of triangular donors had increased in the last five years were Argentina, Colombia, Malaysia, Tunisia, and Turkey. As for approximate number of triangular cooperation donors, the responses from pivotal countries are diverse. While countries such as Egypt, Malaysia, and Mexico mentioned the number around four to six, countries such as Argentina and Tunisia the number of whose triangular cooperation donors were eight and twelve, respectively. On the other hand, the number mentioned by many other countries was two. Apart from possible miscount in specific numbers, the tendency is somehow clear that triangular cooperation donors concentrate on several pivotal countries as the survey result from donor and international organizations show in the previous part.



Major Triangular Donors and Areas of Their Activities

The survey also asked pivotal countries to list their top five triangular cooperation partners among both donor and international organizations. International organizations such as UNDP, other UN system organizations, regional development banks, and donor organizations including Japan, Germany, Spain, France, Canada, Italy, Denmark, Norway, and Australia were listed. In particular, Japan was listed among the top five donors for eight of nine responding countries, including those answering that the number of their triangular donors is two. This indicates that Japan, conducting triangular cooperation with many pivotal countries, occupies the position of a major partner of those countries with relatively limited triangular cooperation. The responses from beneficiary countries to the same question show similar results: together with international organizations, donors including Japan, Spain, France, Canada, Italy, Belgium, and the United States of America were listed by them. In this regard, there is a view that triangular cooperation decreases the 'visibility' of donor organizations to the beneficiary countries. However, the fact that all the beneficiary countries in this survey are fully aware of donor organizations involved in triangular cooperation indicates that triangular cooperation does not necessarily decrease the 'visibility' of donor organizations.

As for areas of activity by donor and international organizations, the responses from pivotal countries on the areas of activities of their top five donors show results similar to those observed in the responses from donor and international organizations. Most of these donor organizations provide support in such areas as technical capacity strengthening as well as information-sharing and match-making. Some of them also provide support to needs assessment and program/project development; programme/project management capacity development, including M&E. International organizations, in ad-

dition to the areas mentioned above, also support formulation of policy on South-South cooperation, institutional development of the coordinating organization of South-South cooperation, and establishment of coordination mechanisms in the country.

Differences in Donor Approach to Triangular Cooperation and Pivotal Country Strategy on Triangular Cooperation

The responses from pivotal countries concerning differences in donor approach to triangular cooperation are mixed. Some pivotal countries indicated little difference among donors' approach to triangular cooperation, while others affirmed the existence of significant differences. The answers seem to reflect to a certain extent the number of triangular cooperation donors. The differences most frequently mentioned by pivotal countries were procedures, fiscal year cycle, and management process, including the extent of comprehensiveness of M&E. In this regard, several pivotal countries commented that each donor organization focused and channeled its aid according to its own priorities and project management processes. Also, some respondents felt that donor organizations intervened more than international organizations; while the latter were more transparent with respect to budget, it was sometimes difficult to obtain information from the former on the amount of budget to be allocated for triangular cooperation projects. Other differences mentioned by pivotal countries concerned differences in the type of cooperation (e.g., technical cooperation and financial cooperation) by triangular cooperation donors as well as differences in the scope of their areas of activity.

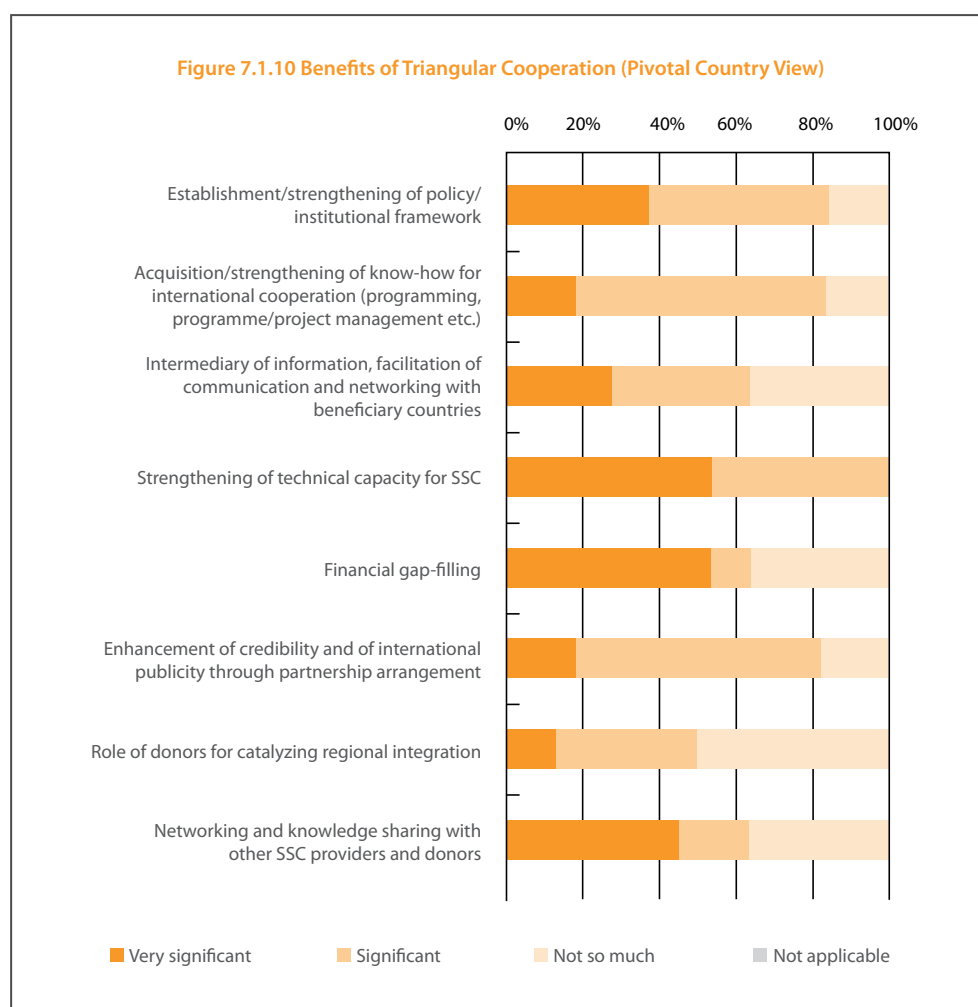
To manage partnerships with the donor and international organizations, including the issues as mentioned above, and to conduct effective triangular cooperation, it is important for pivotal countries to have a policy on triangular cooperation. However, the survey results show that very few countries have an explicit policy on triangular cooperation. Among those countries that do are Mexico and Indonesia, and some countries, such as Tunisia, are currently drafting such a policy.

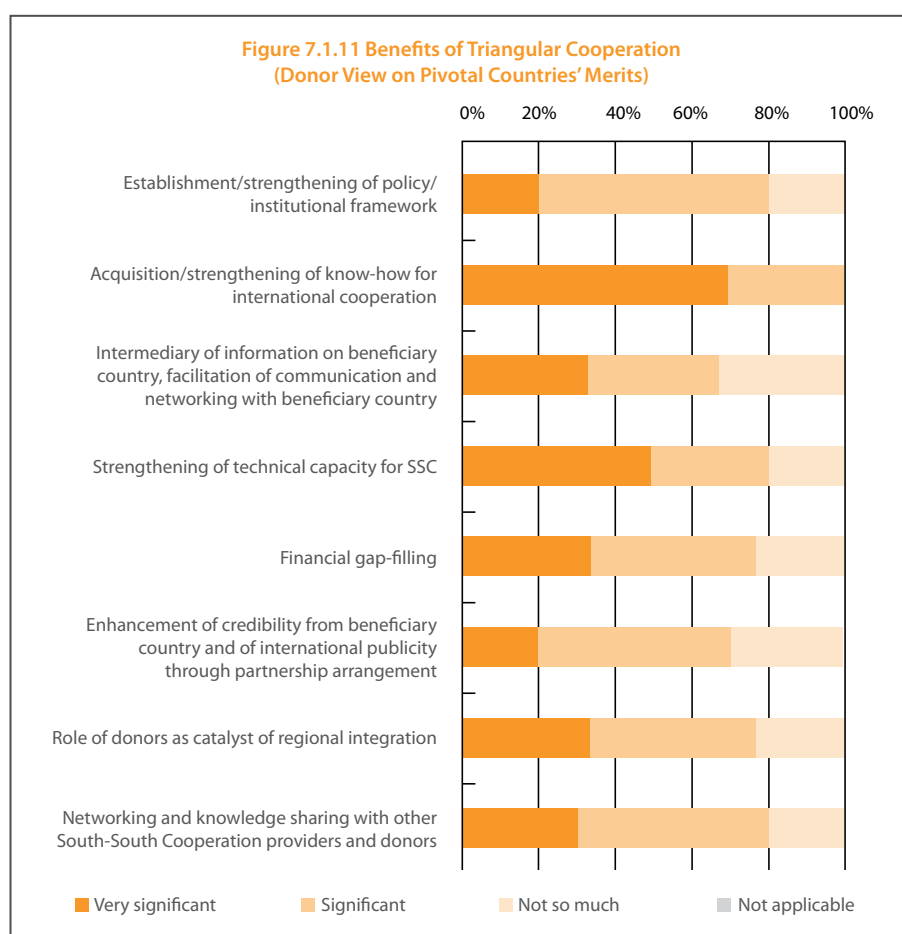
7.1.3 Benefits and Challenges of Triangular Cooperation

The survey results presented here as well as in previous chapters indicate that triangular cooperation has several benefits for pivotal and beneficiary countries as well as donor and international organizations. Triangular cooperation can add value to South-South cooperation through the participation and support of donors and enhance effectiveness of donor aid through the use of comparative advantages of pivotal countries. However, as indicated above, there are also challenges, such as high transaction costs. This following looks more closely into the views of pivotal and beneficiary countries and donor and international organizations on the merits and demerits of triangular cooperation.

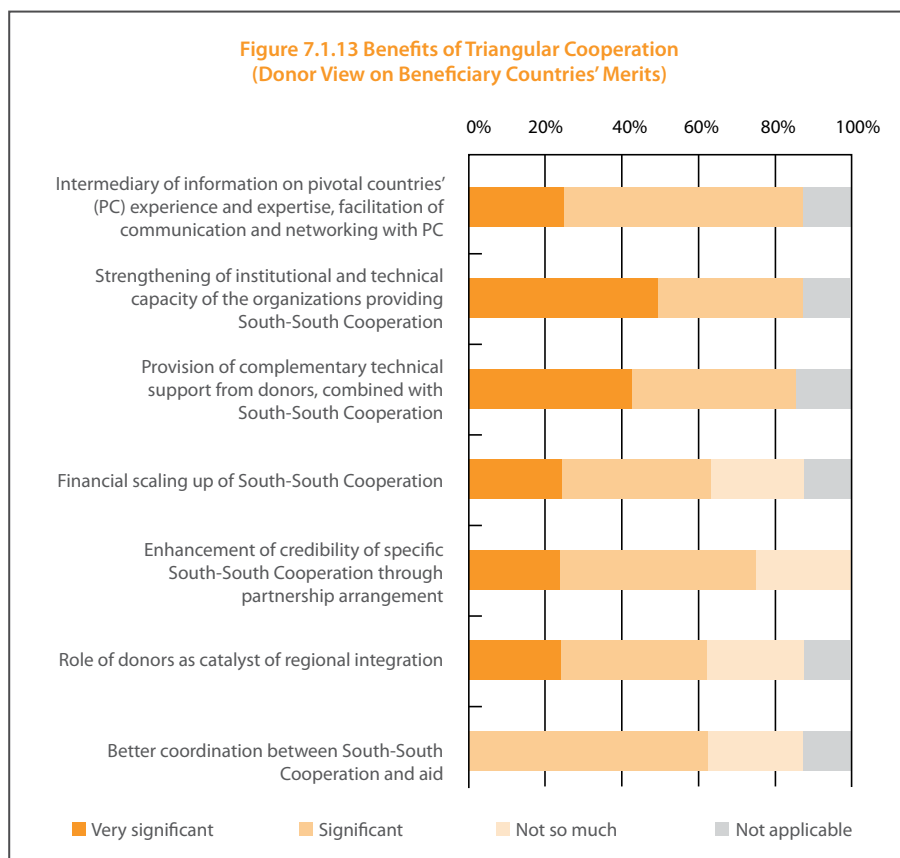
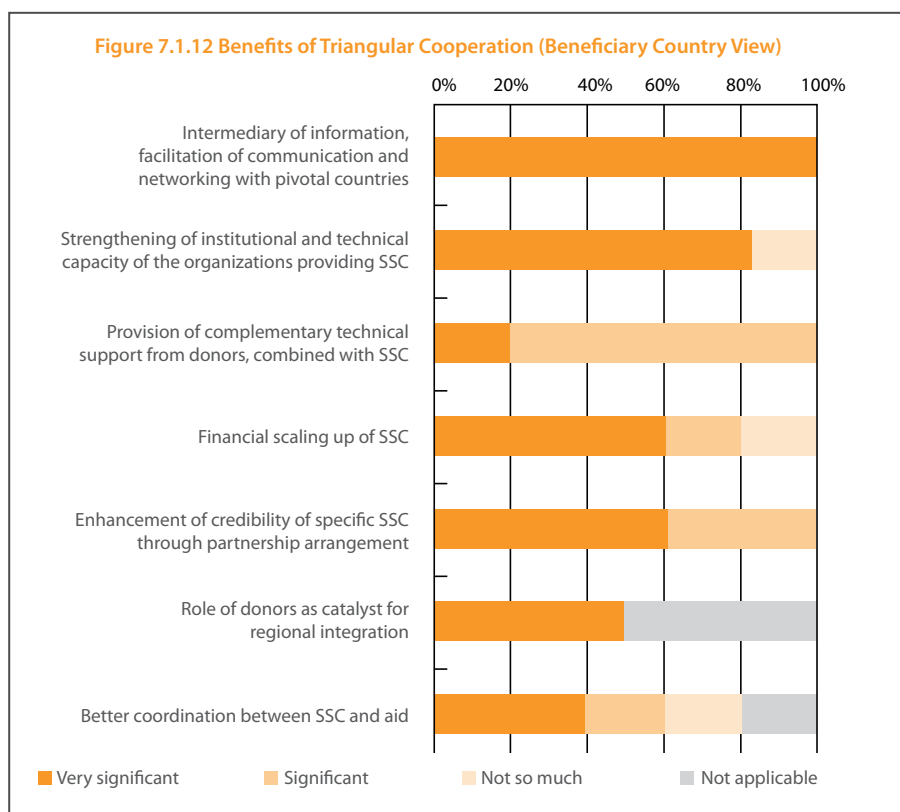
First of all, what are the benefits of triangular cooperation? Figures 7.1.11 to 7.1.14 summarize the responses from pivotal and beneficiary countries as well as donor and international organizations. All pivotal countries see support from donors and international organizations for strengthening of technical capacity as a significant or very significant benefit of triangular cooperation. Other benefits frequently mentioned by pivotal countries (i.e., mentioned by 80 percent or more) include: donor support to strengthening of policy and institutional framework for South-South cooperation; strengthening of

know-how for international cooperation, including programme/project development, implementation, and M&E; and enhancement of credibility with beneficiary countries and international publicity through partnership arrangements with donor and international organizations. Regarding the filling of financial gaps, responses were mixed: half consider it a very significant benefit, while 40 percent do not attach much importance to it as a benefit of triangular cooperation. Donors' views on the benefits of triangular cooperation for pivotal countries show similar results. However, the results indicate that pivotal countries see greater benefits in donor support to strengthening of technical capacity and lesser benefits in financial gap-filling than donor and international organizations do (see Figures 7.1.10 and 7.1.11).



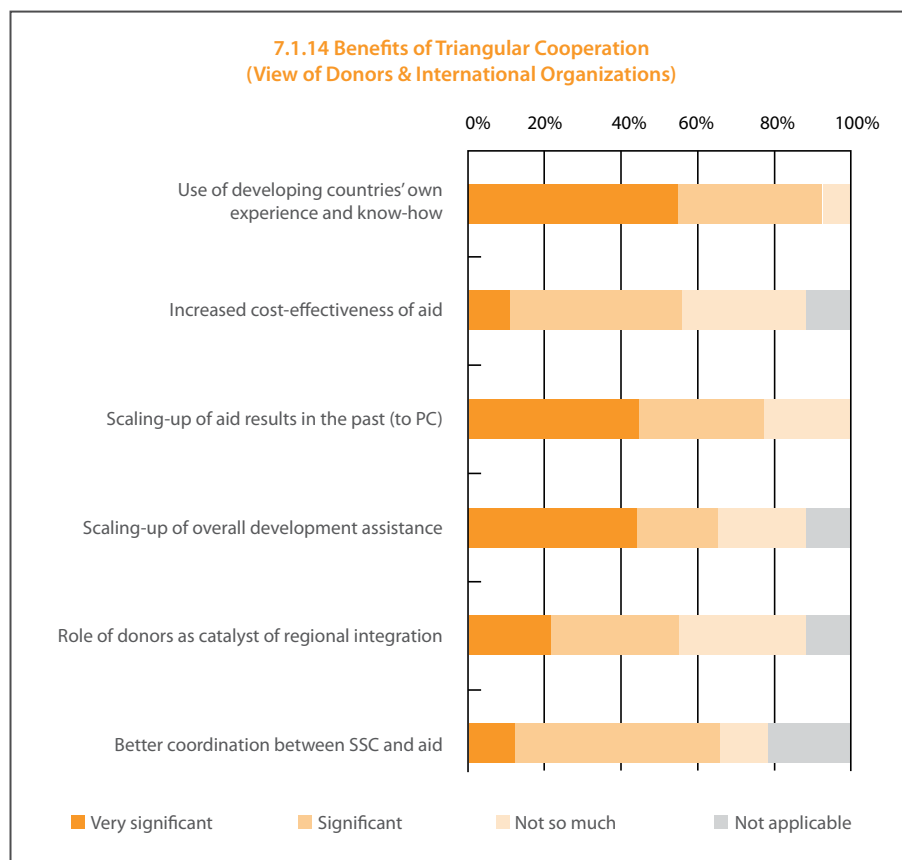


The responses from beneficiary countries show that all of them regard the following as significant or very significant benefits of triangular cooperation: donor support to intermediary of information and facilitation with communication and networking with pivotal countries; enhancement of credibility of specific South-South cooperation through partnership arrangement; and the provision of complementary technical support from donors. Other benefits cited by more than 80 percent of beneficiary countries include strengthening of institutional and technical capacity of the pivotal country organizations providing South-South cooperation and financial scaling-up of South-South cooperation. These show that beneficiary countries highly value donor support to help them identify and partner with appropriate provider(s) of South-South cooperation as well as financial assistance to expand opportunities for South-South cooperation. Beneficiary countries' responses also indicate that they see greater benefit in donor support for match-making than pivotal countries do. Also, beneficiary countries see greater benefits in enhancement of credibility of South-South cooperation and financial scaling-up than donor and international organizations do (see Figures 7.1.12 and 7.1.13).



Responses from donor and international organizations show similar results concerning their reasons for increased attention to South-South and triangular cooperation. The benefits mentioned most frequently were the use of developing countries' own experience and know-how; and scaling-up of the results of past aid. Half mention cost-effectiveness as a significant or very significant benefit, while the rest half answered that it is not a benefit. Those citing cost-effectiveness as an advantage of triangular cooperation include Japan and Spain as well as international organizations.

Then, what are challenges of triangular cooperation? As mentioned previously, several donor organizations pointed out as major challenges the problem of transaction costs, such as longer process in planning and arranging cooperation and greater institutional investment with the involvement of the headquarters and two country offices. However, some donor organizations consider that the problems of transaction costs exist but can be improved. For example, Spain mentioned that, as the result of past operations, their institutional knowledge had increased and their procedures were more streamlined, thus reducing transaction costs. Japan also mentioned that standardization of procedures and preparation of an operational guideline as well as delegation of authority to country offices had helped in tackling the issue of transaction costs. This suggests that one of the reasons why the problem of transaction costs is mentioned less by international organizations may have much to do with their experience in regional and global programmes as well as the fact that delegation of authority to the field is advanced in many of them.



The answers from pivotal and beneficiary countries concerning the challenges of triangular cooperation paint a slightly different picture. While several countries mentioned problems related to transaction costs—such as different procedures and longer preparation time—issues of policy coordination were mentioned more frequently than procedural efficiency. Many pivotal and beneficiary countries commented that donor policy and priorities tend to take precedence over those of partner countries, and that the policies and priorities of partner countries, especially beneficiary countries, should be more respected. For example, one pivotal country mentioned that triangular cooperation projects were often implemented as the result of initiatives originating from donors; when it had put forward a triangular cooperation initiative, the initiative had not been backed by donors and was not carried out. Another issue of policy coordination raised from the developing country side is the willingness of other donors when a country involves in triangular cooperation with a donor as a part of common programme with other donors. Despite these challenges, however, all the pivotal and beneficiary countries responding to the survey affirmed that the merits of triangular cooperation outweighed the drawbacks, and that they did not see the above as insurmountable challenges. Many of them commented that regular consultations on policy and programmes helped with jointly tackling jointly the problems mentioned above.

7.2 GOOD PRACTICE CASES

This section presents nine cases of triangular cooperation by various donor and international organizations. Several other cases taken up in this report are also conducted under triangular cooperation arrangement. The cases in this section are selected to give concrete examples of existing good practices of triangular cooperation that demonstrates its benefits such as those mentioned in the previous section.

The first three cases involve in triangular cooperation projects in a pivotal country, Mexico, carried out in collaboration with three different donors, namely Japan, Germany, and France. These cases demonstrate how triangular cooperation added value to South-South cooperation and enhanced effectiveness of cooperation through combination of comparative advantages of the pivotal country and donor support in such areas as strengthening of technical capacity of the pivotal countries, demand-driven match-making, and financial scale-up. The case 3 also provides important lessons learned regarding the arrangements of triangular cooperation by suggesting the importance of a clear agreement among three parties which define responsibilities and expectations. It may take time and labour to reach such agreement, unless there is an already established mechanism of triangular cooperation among the parties concerned. However, the case indicates that a lack of such agreement brings more costs at the later stage.

The fourth case also presents the experience of triangular cooperation by a pivotal country, Brazil, with different donor and international organizations: Japan, Germany, UNFPA, and UNAIDS. The case presents mutual benefits of triangular cooperation to Brazil and the above donor and international organizations. Also, it highlights intermediary of information and networking as benefits which are brought especially by international organizations.

The point highlighted by the fourth case is further exemplified by the fifth and sixth cases, which focus on the role of international organizations in promoting South-South cooperation through knowledge-sharing and networking, taking examples of UNDP and UNICEF. While both cases are not a specific South-South cooperation projects, these present interesting examples of a wide range of activities by international organizations to intermediate knowledge-sharing and networking among developing countries at the regional/sub-regional and the inter-regional levels. It is considered that these activities can function as a catalyst of partnering of those countries concerned and development of South-South cooperation between them.

The seventh case shows an interesting example of the role played by a triangular cooperation donor in supporting a developing country, Cambodia, who has been a beneficiary country of South-South cooperation, to become a provider of South-South cooperation to other developing country, Afghanistan. The triangular cooperation donor has played an important role for it, through its support to capacity strengthening and identification of comparative advantage of Cambodia. As seen in the cases in previous Chapters, those developing countries who receive South-South cooperation from various advanced developing countries also provide South-South cooperation to those countries at more similar level of development. Comparative advantages of South-South cooperation are not necessarily confined to advanced experience and expertise; South-South coopera-

tion by countries like Cambodia has its own comparative advantage. However, as discussed in the previous section, major partners of donor and international organizations concentrate on those pivotal countries with more advanced experience and expertise. This case shows that donor and international organizations can also play more active role in identifying a new provider of South-South cooperation from a wider source and promote South-South cooperation through triangular cooperation arrangement.

The last two cases are examples of triangular cooperation under a broader framework of sub-regional and interregional cooperation. The case 8 presents a variety of sub-regional programmes by a pivotal country, Thailand, implemented in collaboration with Japan under a framework of ASEAN cooperation. The case demonstrates the impact of partnership between Thailand and Japan to larger members of ASEAN. The case 9 presents an inter-regional cooperation between Zambia and Malaysia which has been carried out as Asia/Africa cooperation under the TICAD Initiative. The case is a good example of demand-driven approach based upon strong leadership by the beneficiary country; the use of comparative advantages (experience and expertise) of the pivotal country; and the role of a triangular cooperation donor in facilitating needs-matching and supporting the scale-up of the South-South cooperation project through the implementation of coordinated bilateral cooperation. The case also demonstrates partnership with the private sector of both pivotal and beneficiary countries, which has been leading to the scale-up of the impact of cooperation.

Case 1. Taishin Project (Mexico-El Salvador-Japan)

The TAISHIN is a demand-driven project and was developed by Mexico and Japan in response to the request made by the Government of El Salvador to mitigate the effects of earthquakes on low-cost housing. As a result of El Salvador's 2001 earthquakes, more than a thousand people died and thousands were left homeless. It is estimated that around 280,000 homes were lost, creating a housing deficit of around 485,000 houses. The TAISHIN project provides El Salvador with technical assistance from Japan and Mexico to develop materials and construction systems for low-cost housing that can be more resistant to earthquakes.

Before the project was launched in 2001, the Japanese International Cooperation Agency (JICA) organized a workshop for needs-matching together with Mexico's Centre for Prevention of Disasters (CENAPRED) and the Mexican Institute for International Cooperation (IMEXCI). The workshop held in El Salvador was directed to 20 institutions from El Salvador to help them address issues related to the effects and mitigation of natural disasters, specifically earthquakes. Around 15 percent of those who participated in that seminar were later involved in the TAISHIN project. Japan invited Mexican participation because of Mexico's technical experience in this field and what was considered to be useful was transferring Mexican experience to El Salvador.¹

¹ In 1985, Mexico City also suffered the effects of an earthquake that had devastating effects on housing. Since 1985 Mexico and Japan worked to establish the National Centre for the Prevention of Disasters (CENAPRED), which involved, among other things, the creation of new norms and standards for construction materials, techniques and sites.

The project was developed under the triangular cooperation scheme with the Governments of Japan and Mexico through a planning workshop where institutions from the three countries participated. In December 2003, the Governments of Japan and El Salvador signed a Memorandum of Understanding for the implementation of this project based on the aide-memoire for Trilateral Cooperation México-El Salvador-Japan agreed on November 18, 2003.

This is a 5-year project (October 2003- November 2008) that aimed to develop new materials and improve construction methods in order to make low-cost houses more resistant to earthquakes. The project involves the participation of government officers and experts from the three countries as well as Salvadoran civil society.²

The project involves:

- Design, construction and equipment for the Laboratory of Large Structures (LEG). The Laboratory is located in the Central American University (UCA) which is responsible for its operation and future permanence.
- Training Salvadoran experts, researchers and technical staff. Mexican experts have traveled to El Salvador to offer technical assistance for the construction of the LEG and training for the staff that would operate it. Salvadoran technicians and professionals visited Mexico to receive training from CENAPRED. Similarly, Salvadoran experts received training in Japan with the one-year course 'Seismology Earthquake Engineering and Disaster Mitigation'.
- Research for improving materials and testing of four systems of housing structures. The LEG tests four different structural systems of low-cost housing in order to improve each one's resistance to earthquakes. It is expected that construction systems of this kind will be improved based on the results of the research carried out and the testing of the materials and houses built in the LEG.
- Visibility and outreach of improved materials and construction systems. Radio has been used to inform the general public about this project and information is available on a website. (<http://www.taishin.org.sv>)
- Pilot programme to improve low-cost housing.

The cost of this cooperation is shared among the three countries. Mexico's contribution to this Project has been close to US\$400,000 for the first phase of this project.

Under this technical cooperation agreement Japan through the Building Research Institute of Japan offers equipment, tools and structures required for the implementation of the project. Japan also covers the expenses of Japanese and Mexican technical experts under the South-South cooperation mechanism. It also pays for training of Salvadoran experts and offers short and long-term scholarships. The Japanese and Mexican experts

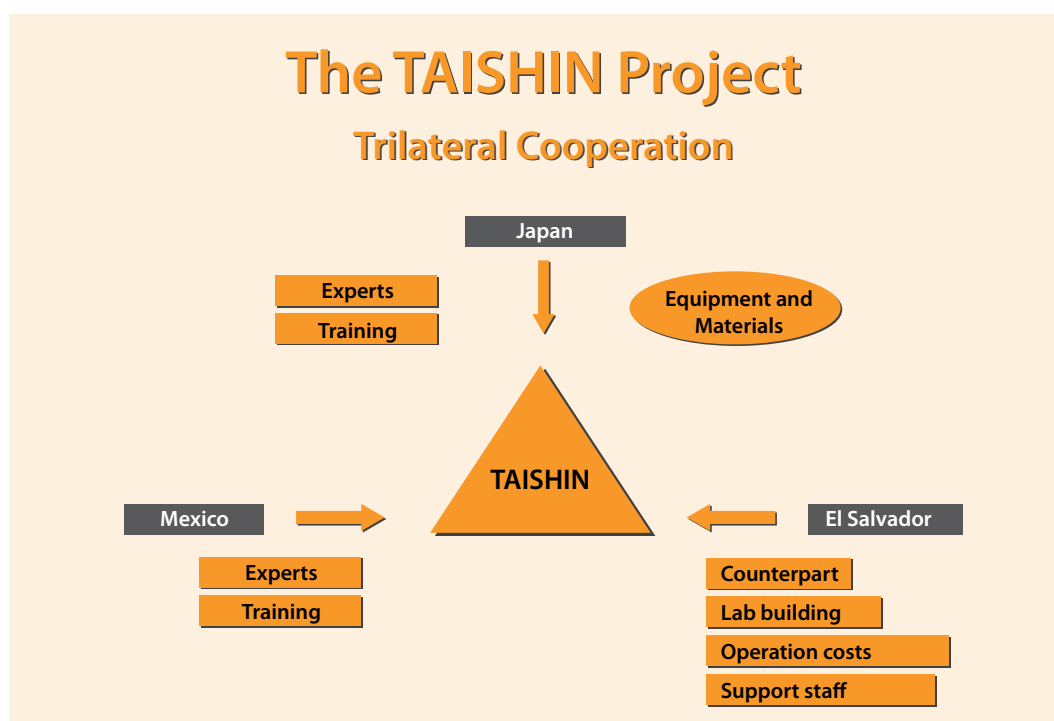
² The Government of Japan participates through JICA, the Government of Mexico through the National Centre for the Prevention of Disasters (CENAPRED) and the Vice Ministry of Housing and Urban Development of El Salvador. Also academic institutions such as the University of El Salvador (UES) and the Central American University José Simeón Cañas (UCA) in charge of research and outreach also participate. The El Salvador Foundation for Development and Minimal Housing (Fundación Salvadoreña de Desarrollo y Vivienda Mínima (FUNDASAL) is an NGO that focuses on solutions of housing problems among the poorest people and also participates in the project.

provide technical assistance to the project from its inception. Both Japanese and Mexican experts have contributed to the definition of the Laboratory of Large Structures (LEG). This means defining criteria and ways to design this type of infrastructure, and the kind of equipment required.

For its part, El Salvador is committed to providing the building in the Central American University to host the Laboratory, support staff, the counterpart institution -the UCA and the UES- to bear the operation costs of the Lab.

The project operates through a coordination committee and a technical committee. Both committees take part in the 5 stages of implementation of the project. This allows an integrated participation of all stakeholders and allows El Salvador the ownership of the project, and avoids that one individual or group becomes the only commander of the project.

The coordination committee is headed by the Vice Minister of Housing and Urban Development of El Salvador. The Vice Dean of the Central American University acts as Vice President. Three other members are part of the Committee: the Director of ONDET from the Vice Ministry of Housing who coordinates the project, the Engineering Dean from the University of El Salvador, and the Executive Director of FUNDASAL. This committee is in charge of making decisions related to the development of the Project, including its monitoring and evaluation. It is responsible for the analysis of the reports regarding progress of the Project. The Committee also includes the participation of a Japanese counterpart (a permanent Representative from JICA/JOVC in El Salvador, the Representative from JICA in Mexico, the Project Coordinator (JICA), the Japanese experts (observers), and the Representative of the Japanese Embassy in El Salvador (observer), and a Mexican counterpart (a Representative from, DGCTC, SRE, a Representative from the National Centre for the Prevention of Disasters (CENAPRED), Mexican experts (observers) and a Representative of the Mexican Embassy in El Salvador (observer).



The technical committee is constituted by experts from the Mexican, Japanese and Salvadoran institutions participating in the Project. They have the technical knowledge for the implementation considering objectives and goals stated by the Coordinating Committee.

Mexico and Japan offer support and advice for planning, implementation, and project evaluation. In order to evaluate progress the project has both a coordinating and a technical committee that meet periodically to evaluate progress and adjust or modify areas that need improvement. The coordinating committee meets twice a year while the technical committee meets on a more regular basis and maintains a more regular communication.

The general public needs to be informed about the new technologies and materials so that low-cost housing residents can benefit from developments achieved under the project. In addition to the technical and training component, the project also provides for an outreach effort in order to guarantee that new construction of this type of housing uses these new materials and constructions systems. In this respect, the project takes into account the need to inform about results and to increase awareness regarding the importance of using the new materials tested in the LEG.

There are some intermediate indicators that can allow us to assess the effectiveness of the project. First, this project will have a 'Second Phase' that is expected to last for 3 years. The second phase of the project will last 3 years and focuses on spreading the information to the general public on the improvements in materials and construction systems that were achieved as a result of the First Phase of the project. This second phase will allow incorporating these improvements into public regulations, law and management. In October 2008, FUNDASAL organized a seminar to inform the general public on the results of the project. Second, the LEG has a high probability of becoming a permanent institution as part of the UCA and the involvement of the Vice Ministry of Housing. Third, although this is still early in the process, there is the intent that the results of the project will lead to the adoption of new standards for construction. However, some of the new construction systems that have been tested in LEG are already being implemented by FUNDASAL. Fourth, the project has also evolved in such a way that El Salvador has undertaken actions with third countries such as Guatemala and Peru, countries that have also suffered the effects of earthquakes.

Future challenges of the project will be:

- Translating technical findings into compulsory regulations for construction materials and systems.
- Guaranteeing that the Vice Ministry of Housing and the University provide the necessary financial resources for the sustainability of the LEG in El Salvador and remains the leading institution.
- Informing construction workers, companies and government officers about the need to adopt new construction systems that result from tests and research carried out in the LEG.
- Raising awareness about the need to use materials and construction systems that have been proved as capable of better resisting earthquakes.

Case 2. Solid Waste Project (Mexico-Guatemala-Germany): GIRE SOL Network – transferring knowledge and capacity building

Starting in 2004, Mexico and Germany deepened their bilateral cooperation into a broader international effort by triangulating cooperation with Central American countries and the Caribbean. They combined technical expertise and human resources from Mexico with financial and institutional resources from Germany to strengthen environmental protection and sustainable use of natural resources. In these areas, both Mexico and Germany had each already developed a strong bilateral cooperation relationship with Guatemala. In this respect, this triangular cooperation built upon already existing projects in the environmental protection field.

The RED GIRE SOL Guatemala project aims at enabling Guatemala to develop the institutional and human resource capacity to enforce its national environmental law in the area of solid waste management. It is a demand-driven project and was created in response to the request of the Government of Guatemala. It builds on previous bilateral assistance that Mexico offered to Guatemala in the creation of standards and regulations to implement Guatemala's Solid Waste Law. For Guatemala to make real progress in effectively handling solid waste, municipal level actors had to become involved. For that reason, in 2005 the Ministry of Environmental Protection of Guatemala requested Mexico's assistance in transferring its experience developing the RED GIRE SOL (National Network of Environmental Promoters for Prevention and Integrated Management of Solid Waste in Mexico). This network in Mexico had originated in 2003 with the support of the German cooperation and the participation of Mexico's Environment and Natural Resources Ministry, the National Institute of Ecology and the Mexican Association of Municipalities. The involvement of municipal governments was critical for developing professional capacity in waste management in urban areas.

In response to Guatemala's request, in December 2006, Mexico (SEMARNAT and SRE) and Germany (GTZ) signed the first agreement with Guatemala to provide triangular cooperation for environmental protection. The short term goal of the agreement was to constitute the National Network of Environmental Promoters for prevention and integral management of solid waste in Guatemala (RED GIRE SOL Guatemala).

In 2007, the RED GIRE SOL in Guatemala was created. This network has been devised to train environmental promoters that can provide technical assistance and professional capacity to municipal governments in Guatemala in order to manage solid wastes efficiently and in a sustainable manner.³ The network trains professionals responsible for solid waste management. The value of the network is that it enables Guatemala to develop enough highly qualified personnel to supply the training and advisory needs of municipal governments and communities in order to respond to the country's needs in this area.

The network offers support, advice, and continuous transfer of knowledge and allows its members to update their know-how through the exchange of information and experiences. The network promotes the exchange of experiences to strengthen the capability of those responsible for solid waste management in Guatemala.

³ Guatemala is divided in 8 regions that gather 22 departments divided in 333 municipal governments that are autonomous.

The network's essential value is the transfer of knowledge and capacity building through a training process that is undertaken during a 6-month period. The 6-month training is carried out through three workshops in which waste management stakeholders learn about standardized working techniques and share experiences regarding management and treatment of solid waste. They also involve field trips to the actual solid waste management facilities in order for the trainees to have first hand exposure to the correct implementation of environmentally-sound techniques supported by the RED. The sessions are offered by Mexican promoters who are part of the RED GIRE SOL in Mexico and who have undergone the same training themselves.

The value of the RED GIRE SOL rests on local government and civil society participation. Through the network, Guatemala sought technical cooperation to address: overlapping functions between public and private organizations, lack of institutional coordination, poor resource allocation and lack of municipal government involvement.

Guatemala has been able to create its first network of environmental promoters who are responsible for the sound management of solid waste disposal. This is consistent with Guatemala's goal of maintaining a sustainable environment and a more rational use of natural resources, and more importantly it allows the country to effectively enforce its environmental law and regulations. In addition, the experience of creating a RED has already been replicated in other countries in Latin America and the Caribbean (Ecuador, El Salvador and the Dominican Republic) The replication can be explained by the existence of a network and the fact that Mexico's Ministry of the Environment has a vested interest in the success of the network in Mexico and in the region. The network developed from an epistemic community that shares information, goals and values. It has been institutionalized through a website where people can have permanent contact and share common concerns. Mexico's Ministry of the Environment hosts the website. The RED GIRE SOL Mexico was in a position to share its experience with other countries interested in learning from it. The network offers flexibility to get information either through the Internet or by attending events and visiting the actual sites.

In 2007, the RED GIRE SOL Guatemala graduated the first class of 43 environmental promoters (Staff from Ministry of the Environment, Ministry of Public Health, and various municipal governments). These 43 promoters, in turn, trained 1667 people (delegates from the Environmental Ministry in the 22 Department, Environmental cleaning Inspectors from the Ministry of Public Health, students, Municipal employees, community residents). The training involved studying 27 practical cases that addressed adequate solid waste management, from its collection and classification through final disposal, and an outreach effort to increase awareness about this subject among the population. It is expected that a second class of 28 new promoters will graduate in June 2009.

Mexico and Germany offer support and advice for planning, implementation, and project evaluation. In order to evaluate progress the project created an organizing committee. The OC meets with Mexican and German experts periodically to evaluate progress and adjust or modify areas that need improvement. The project also provides a mechanism to keep promoters and trainees technically up to date through on-line courses and technical material that can be found on the website. The cost of this cooperation is shared among the three countries. Mexico assigned around US\$ 32,000 for the project in the period 2007-2008.

Future challenges of the project will be:

- Strengthening the administrative component of the RED GIRE SOL in Guatemala.
- Guaranteeing that the Ministries involved in this work provide the necessary financial resources for the sustainability of the RED in GT.
- Continuing to update the RED with state-of-the-art know-how to guarantee results in an environmental management of solid waste. This is facilitated by the existence of the website (<http://giresol.org>) which covers all GIRE SOL countries (Mexico, Guatemala, Ecuador and Dominican Republic)
- Making the RED GIRE SOL GUATEMALA a permanent system for training and capacity building in Guatemala's policy of waste management.

Case 3. Training and Supporting Haiti's National Police Effort (Mexico-Haiti-France)

This project, intended for strengthening the professional capacity of Haiti's National Police, is a demand-driven project and derives from the International Donor's Conference for Haiti organized in Paris, France, in February 2005. As a result of the conference, France called for Mexico to participate in the implementation of the Project for training of attorneys and the police forces in criminal investigation and forensic medicine as well as in training the police corps in Haiti. France requested Mexico's participation since Mexican police forces had been trained by the French police with very positive results for Mexican police and Mexico's fight against kidnapping.

France's request was part of the Mexico-France Bilateral cooperation Agreement as it provides the possibility of both countries offering triangular cooperation to a third country such as Haiti. The leading actors in launching the project were the French Embassy in Haiti and the Office of the OAS in that country.

In May 2005, officers from Mexico's Ministry of Public Safety (SSP) and from the Federal Preventive Police Forces (PFP) traveled to Port-au-Prince to evaluate the needs of Haiti's National Police (HNP) and define the kind of cooperation the Mexican police could offer given Haiti's needs. At that time, Mexican experts met with Haitian authorities from the Ministry of Justice, the Judicial Police, the Cabinet of HNP, an intelligence group from HNP, and the Unit in charge of fighting Drug Trafficking. They also met with the Chief of the Justice Project for Haiti from the Embassy of France in Haiti, Mexico's Ambassador to Haiti and high ranking officers in the Civil Police that are part of the MINUSTAH.

As a result of the assessment mission, Mexican experts defined the cooperation programme for training the HNP and the kind of technical assistance they could offer to help Haiti reorganize its police forces. In August 2008, two experts from Mexico's Ministry of Public Safety visited Haiti to define the project design and the implementation of the training programme for HNP.

Haiti specifically requested Mexico's support to transfer to the Haitian police know-how, information and experience on techniques for investigating and fighting kidnapping in Haiti. This will part of a larger project. To provide this cooperation, two Mexican experts

traveled to Haiti (January 21 – February 1, 2008) to offer the course ‘Methodology to Fight Kidnapping’ to 22 officers from HNP. The course involved basic training on investigating techniques to address kidnapping. To do so, the course involved a theoretical component (technical information and know) how as well as the practical application in concrete cases of the theory offered.

From the perspective of the experts offering the course, this needed to be the first stage in a series of courses that Mexico needed to offer in order to guarantee the effectiveness of the cooperation to HNP. Since the course was offered contact between the experts and HNP has been almost non-existent. To give continuity to the project, Mexico’s police offered to travel to Haiti in 2009 to provide technical assistance for the restructuring of the Unit to Fight Kidnapping, a necessary component of effective training and knowledge transfer. A second stage would allow Mexican experts to organize the work of the Anti kidnapping Unit, while a third stage would help complete the project and evaluate the form in which the training was appropriated. It would also enable to fine tune aspects of the theoretical and practical knowledge shared by the Mexican police to effectively adapt it to Haiti’s needs. This follow-up proposal on Mexico’s part derived from Mexico’s own experience with the cooperation received from France. The French cooperation programme for the Mexican police involved 4 sessions throughout a year. According to Mexican policemen, the training received from French policemen was adapted to Mexican reality making it a successful and effective program. The same goal was sought for Haiti. The cooperation that Mexico offered to Haiti involved the technical assistance of the experts along with their transportation costs and the per diem of both Mexican experts.

This project, together with the above-mentioned many good practices, also had several challenges:

- In this case, France requested Mexico to develop a cooperation programme for HNP. However, no institutional mechanism exists among Haiti-France-Mexico to make it a more binding project. The case did not involve the three Parties getting together and establishing the principles, scope, guidelines, and goals of the trilateral cooperation in an international agreement. Such an agreement has proven to be useful to define responsibilities and expectations. Without such an instrument cooperation was ad hoc and vulnerable to other needs. Likewise, an agreement of MOU would have been useful to signal the commitment of the three Parties involved in making this project a success. Since the programme seems to be part of a larger project, it should be made more explicit how it fits Mexico-France efforts of trilateral cooperation as well as its scope and limits.
- HNP lacks institutional, material and human resources to be able to take full advantage from a cooperation programme specifically designed to offer technical assistance and capacity building through the training of policemen. The impact of this project could be higher if there was a clear understanding that several activities are needed in a clear sequence. Likewise, it is necessary to guarantee that the same Haitian police are present throughout all sessions.

- HNP lacks basic equipment to be able to actually put in practice the know-how and experiences offered. (eg; cameras and video cameras, vehicles, tape recorders, etc.)
- A fluid communication between experts and trainees would greatly contribute to a more effective use of this cooperation offer.
- As result of the mission undertaken in August 2008, the SSP's officials identified several areas of need for HNP. It was agreed that Mexico's technical assistance could be useful to improve areas suggested by SSP such as: Traffic of persons, Control and Management Conflict, Border Control and Proximity Police.

Mexico's experience offering this kind of cooperation suggests that an isolated training course can offer very limited results in terms of human resource development and capacity building. A specific activity or a course needs to be part of an agreement that specifies the level of institutional commitment (e.g.: an agreement, an MOU, etc.) whereby the parties establish very clearly what intends to be accomplished and how it will be done from beginning to end.

The cooperation offered by Mexico to HNP did not specify elements for evaluation and monitoring, and its implementation could be considered to be incomplete.

Box 7.2.1 Lessons Learned from Mexico's Experience in Triangular Cooperation

Mexico's experience with different donors under triangular cooperation such as Japan, Germany, France or the UNDP can provide some input on how to effectively provide triangular cooperation.

- A shared approach with a strong institutional foundation. Mexico's experience in offering triangular cooperation has been more effective when there is an institutional arrangement such as an international agreement or an MOU among the involved countries. Such an arrangement has defined clear responsibilities for each Party and offered a stronger institutional mechanism to undertake triangular cooperation. In the case of Haiti the institutional mechanism did not involve Haiti making it more difficult for the project to have a high impact and for HNP to make it its own.
- Resource efficiency. Triangular cooperation typically can reduce transaction costs for donors and recipients. The projects in which Mexico participated with other donor countries to offer cooperation to a third country were areas in which Mexico had also received technical assistance and training. This was the case of solid waste management from Germany, housing and natural disasters from Japan, and police training from France. Having appropriated the technical knowledge and developed its own comparative advantage allowed Mexican experts to be ideally suited to offer this cooperation, while splitting costs among three parties. Mexican experts were also fit to offer this cooperation given language and cultural affinities. Likewise, triangular cooperation can save resources and avoid duplication of efforts through enhanced coordination. This is evident in the RED GIRECOL project where the triangular cooperation built on and complemented the cooperation already offered by Mexico to Guatemala in the area of solid waste management.

- Trilateral cooperation deepens bilateral relations. Partnering with traditional donors enables developing countries to maintain a high-level dialogue with the beneficiary country while not having to make huge investments in terms of financial or human resources. Donors can jointly develop common interests and address crucial issues such as environmental concerns while pursuing their bilateral relations and agendas. This form of cooperation can help strengthen their respective bilateral relationships. This has been the case for Mexico in Central America.

Case 4. Triangular Cooperation: Work with Japan and Germany; UNFPA and UNAIDS (Brazil)

Triangular cooperation is the support imparted by developing countries, with advanced development levels in certain areas, for the efforts of development of other developing countries. At the same time, South-South cooperation is complemented by the work of developed countries and international organizations sustaining the South-South cooperation. It is a modality whereby countries engage in a joint action, with the aim of providing professional training, capacity building and institutional strengthening and technical exchange to a third nation. Brazil, as it progresses in its standing within international forums, appears as occupying a central role as formulator of this kind of cooperation policy. This is because it owns a number of government institutions of excellence with high-level expertise in various knowledge areas (Embrapa, Senai, FNDE, Sebrae, etc), and possesses an unbeatable record of overcoming the obstacles common to developing and under-developed nations.

Japan is Brazil's largest cooperation partner, and undertakes the cooperation through JICA. Working closely are also Germany through GTZ and the UK through DFID. There are also formal agreements that engage UNFPA, the population fund, and UNAIDS, this one in partnership with Fiocruz. Other agencies and funds also participate in the triangulation.

Under Japan-Brazil cooperation, the Japan-Brazil Third Country Training Programme is one of the chief undertakings. It was originally conceived as a means of implementing triangular cooperation programmes with Portuguese-speaking nations. It is executed together with the Brazilian Agency of Cooperation (ABC) and institutions Brazilian of excellence, such as, Embrapa, Senai, Instituto Butantan, Ippuc, among others. Two programmes are currently the mainstay of the cooperation. The first one with Fundação Oswaldo Cruz, Brazil's main semi-public health foundation and research institute, with a tutoring distance programme in Public Health, and another one with EMBRAPA, the agricultural agency, over tropical products handling and preservation.

This is a clear case of Triangular cooperation. Under this model, Brazil provides the know-how and undertakes the training, and the cooperation partner makes viable the financial support and builds capacity by allowing the transfer of knowledge. For instance, in the case of JICA, the agency funds transportation, accommodation, and living expenses of Portuguese speaking Professors from Africa in order for them to be trained in Brazil-

ian institutions. As a developed country, Japan enhances its comparative advantage by facilitating the training. On the other hand, Brazil provides the technology and the solutions, with skilled personnel who have the experience earned in talking these issues at home, especially in the semiarid regions of the northeast.

This is considered to be good practices because:

- A developed country such as Japan no longer possesses the institutional memory and technology to assist to solve the simplest issues that affect the countries in the Third World. Having overcome those challenges and solidified its preeminence, it has few chances to affect the daily livelihoods of populations from the South.
- While the country no longer possesses the technology, this cooperation will allow that Japan, a developed country, be identified as the provider of this cooperation –which will be more efficient than any alternative North-South model.

In the case of a Triangular cooperation with an organization such as UNAIDS, there are tangible benefits to Brazil that another nation cannot provide. UNAIDS identifies the needs for technical cooperation in Latin America. Once it knows the problem or the situation that needs to be ameliorated, suggests the group of nations that are to be the recipient of the cooperation. As the UNAIDS office is aware of the know-how that Brazil has to offer, it is well positioned to match needs with resources. In Brazil, the International Centre for Technical Cooperation on HIV/AIDS (ICTC) has set-up a network of AIDS service organization and experts in the region who are available to countries for developing and strengthening national responses. Also to undertake international training programmes to build capacities in issues from human rights to the clinical management of HIV infection. For instance, the ICTC also undertakes special projects, such as the Pastoral Brasileira da Aids, with the Army Forces and National Police Committee on HIV Prevention and Control for Latin America and the Caribbean (COPRECOs), and the bilateral France-Brazil Cooperation Programme on HIV/Aids.

Working through UNAIDS, Brazil is able to promote its own policy and promote in other nations the need for strengthening national policies in areas such as HIV prevention and care, epidemiology, monitoring and evaluation, human rights, and the strengthening of civil society. Under these arrangements, UNAIDS (or another agency such as UNFPA) acts as the facilitator or intermediary – they organize the workshops and trainings to benefit more than one country, by grouping nations with similar developmental challenges. The advantage for Brazil is:

- That international institutions such as UNAIDS and UNFPA possess the data and own country assessments which are of higher quality than those which can ever be prepared by the local embassies.
- To strengthen the image of Brazil as interested in assisting other nations without the requirement of a return or any other conditionality.

For instance, Brazil works with AIDS issues through the National Coordination on STDs and AIDS (Ministry of Health) and Caricom (community of Caribbean nations) , with a special emphasis on Belize and other nations such as Bolivia, and El Salvador. The

Brazilian Ministry of Health counts with the financial support of DFID to fund diagnostic kits, pharmacovigilance, programme management, and strengthen and widen the response capacity of the recipient Aids programmes etc. in countries such as Ecuador and Peru. There is a National Programme for International cooperation for actions of control and Prevention of HIV for development countries that belongs to the Ministry of Health, undertaking treatment of patients that are living with the disease in Paraguay.

Case 5. The Zambia Business Coalition on HIV/AIDS (Thailand-Zambia-UNDP)

In 1999, Zambia's business community came together to initiate the formation of the Zambia Business Coalition on AIDS (ZBCA). The idea for the ZBCA evolved from the Thailand Business Coalition on AIDS (TBCA) in Asia. The TBCA successfully mobilized and facilitated business enterprises to establish HIV/AIDS programmes workplace. To continue promoting South-South Cooperation, the United Nations Country Team in Zambia supported the idea for a similar initiative in Zambia. Professional attachments consisting of a group from both Swaziland and Zambia comprising the members of the business community, youths, UNAIDS Country Programme Advisors and UNDP national staff, visited the TBCA in April 1999. Since the team returned, series of meeting took place, resulting in the birth of the Zambia Business Coalition on AIDS on 27 April 2000.

The ZBCA is a coalition of businesses concerned about the impact of HIV/AIDS on Zambia and the Zambian economy. Membership is voluntary and is open to business that would like to adopt HIV/AIDS policy programmes for their workplace. The objectives of the ZBCA are:

- To prevent and minimize HIV infection through and counseling to staff of member companies either at the workplace To promote non-discrimination and encourage sensitization of staff at all levels
- To deal humanly and appropriately with per conducive workplace environment and policies Complement education with supportive services
- Support programmes outside the work place e.g., youth programmes

There has been no official technical cooperation from Thailand in initiating the formulation of ZBCA in that the former UNDP Resident Representative from her previous sabbatical leave in South East Asia, found the initiative in Thailand good. The UNDP Resident Representative supported the idea and establishment of ZBCA on the basis of what she saw in Thailand, namely the Thailand Business Coalition on AIDS (TBCA). Support also came from the UNCT, in facilitating communications with Thailand and also in sponsoring the relevant study tour and training to Thailand. The study tour and training were funded by UNDP-Zambia, UNDP-Swaziland and UNAIDS. There has been dispatch from Thailand. Indeed, the Executive Director of TBCA came as Technical Advisor in 1999/2000. The UNCT, through the Expanded Theme Groups on HIV/AIDS chaired by the UNICEF Representative and UNAIDS Country Programme Advisor provided the initial necessary support to establish the ZBCA. This included mobilizing strategic development funds amounting to \$78,000 from UNAIDS in Geneva to setup a secretariat

servicing the ZBCA on full time basis. After the first year of operation, the business community became responsible for financing the ZBCA.

- ZBCA is currently made up of 71 member- companies from various business sectors all over the country. With the formulation of a Strategic Plan (2006-2010), ZBCA has identified key priorities in improving not only the Secretariat's performance in coordinating the response, but also the members' capacity to coordinate their in-house response to HIV/AIDS. The achievements so far include, among others:
- Increase in member-companies' awareness of the UNGASS minimum requirements in formulating workplace policies and programmes through workshops, company visits etc, as well as awareness of the rights and responsibilities of employers and employees under the ILO Code of Practice on HIV and AIDS.
- Increase in number of business establishments contributing company funds to finance HIV/AIDS workplace activities.
- Increase in the number of trained peer educators serving co-employees
- Increase in private sector availability of sub- granting facility from the Global Fund, to finance HIV/AIDS workplace activities.
- Installation of an electronic database which captures data relevant to its members' HIV/AIDS response at their respective workplaces.

Case 6. United Nations Children's Fund (UNICEF) Support for South-South Cooperation in Cambodia

In its role as a support for government technical expertise, UNICEF acts as a triangular partner to various government organs to place significant government officials into appropriate training programmes. This good practice is demand driven within a policy framework and is sustainable with proven results.

Programmes include:

- The Ministry of Education Youth and Sports and UNICEF participated in an 'education-statistics, reporting and planning,' course at the National University of Education Planning and Administration (NUEPA) in India. NUEPA is viewed as a leading centre of excellence for education-planning with a specialty in developing countries. In 2008 The Royal University of Phnom Penh established a Masters Degree in Education Programming. This programme has the potential for further South-South collaboration in the training of senior education sector officials.
- The Royal Government of Cambodia and UNICEF participated in a School WASH study tour in India. The study tour allowed government officials and development partners to learn from India's experience and to apply those lessons to Cambodia.
- Government and UNICEF participated in a Child Friendly School (CFS) training programme in Thailand. Thailand has become the regional training hub for the CFS approach and organizes an annual training programme for Asia-Pacific regional participants.

- The Ministry of Education Youth and Sports, the Province Office of Education and UNICEF participated in a Bilingual Education Conference in Bangkok that brought together regional experts and practitioners in the field of bilingual and multilingual education. As a result of the conference, bilateral collaboration was developed between Timor Leste and Cambodia. A Timorese delegation is scheduled to travel to Cambodia in 2009.
- The Ministry of Education Youth and Sports and UNICEF participated in a regional Early Childhood Education Specialist Training seminar in Singapore. The government of Singapore sponsors an annual Early Childhood Education 'Train the Trainer' course. The goal of the course is to equip participants with the practical skills to conduct teacher training programmes in Early Childhood Development. As a government-to-government initiative, this seminar facilitates bilateral and regional cooperation in early childhood development.

Case7. Attachment Programme for Cambodian Nursing Tutors (Cambodia-Afghanistan-Japan)

This project was probably one of the first South-South cooperation projects in Cambodia and was personally sited by Ms. Heng Sokun of the Council for the Development of Cambodia (CDC/CRDB) as a case of 'good practice.' It is also a study in 'capacity building,' 'real assistance' and 'demand driven' assistance.

In 1995 the government of Japan funded the construction of Phnom Penh's Maternal and Child Health Centre. This hospital was one of the first to be built in Phnom Penh after the elections by United Nations Transitional Authority in Cambodia (UNTAC). By 2003, the need for additional nursing had become acute. To build skill capacity, a programme was created in Malaysia called the 'Attachment Programme for Cambodian Nursing Tutors.' The first year had five participants. This training programme was a hands-on exposure to training methodology for nursing tutors. It also provided an overall view of the management of a nursing college, different approaches to nurse training and updated knowledge of current nursing practices. In successive years, more participants were sent to Malaysia. After 2006 the programme was shifted to Phnom Penh and now the participants have become the trainers of local staff. However, there is a twist to this story. The Phnom Penh training centre is also open to foreign students.

When a JICA officer who had been posted to Phnom Penh found himself in Kabul, Afghanistan, he realized that war-torn Afghanistan had similar problems to the war-torn Cambodia of ten years earlier. An arrangement was made to bring Afghani nurses to Phnom Penh to study the same course the Cambodian nurses had studied in Malaysia. This is an ongoing multi-lateral, multi-national program. The Ministry of Health of Cambodia now administers this training programme as the 'Third Country Training Program' with financial support by JICA.

Case 8. Sustainability and Leverage Impact of Development Technical Assistance (Thailand-ASEAN-Japan)

This case will discuss how Thailand's experience and knowledge during its recipient time is being leveraged under the trilateral programmes. This, in a way, reflects the 'sustainability' and 'applicability' of ODA initiatives which Thailand had received in the past.

Thailand's Trilateral Programme began in 1994. By definition, trilateral cooperation refers to a form of triangular North-South-South cooperation for joint provision of assistance to developing countries. Such arrangements help to leverage the skills of an established donor and enable Thailand to deliver improved services to partner countries. Thailand has established trilateral arrangements with several partners, such as Australia, Canada, France, Hungary, Japan, Luxembourg, Singapore, Germany, UNDP, UNESCAP, UNFPA and UNICEF. The case to be discussed here will be limited only to Thailand-Japan Trilateral Cooperation.

Thailand-Japan Trilateral Agreement was signed in 1994. Its objective is to mutually assist other developing countries in the region, including Timor-Leste, and also in Africa. Several modalities of cooperation were identified such as, Annual International Training Courses Programme (AITC), Third Country Training Programme (TCTP), Regional and sub-regional Cooperation. Most of these modalities either build on Thai expertise accumulated under Japan's technical support in the past or use Thailand as the centre for spreading the knowledge. Following are some examples.

- **The Asian Centre of International Parasite Control (ACIPAC):** Established in March 2000 as a JICA technical cooperation project in collaboration with Mahidol University and the Ministry of Public Health, the Centre carries out its activities to establish the concept of school health-based parasite control in Greater Mekong sub-region countries. It also provides training course on school-based malaria and STH control for programme managers and also through small-scale projects in partner countries.
- **The Asia-Pacific Development Centre on Disability (APCD)** is a regional centre on disability established in Bangkok, Thailand as a legacy of the Asia and Pacific Decade of Disabled Persons 1993-2002, under joint collaboration of the Government of Japan and the Royal Thai Government. APCD has been endorsed by the United Nations Economic and Social Commission of Asia and the Pacific as a regional cooperative base for its Biwako Millennium Framework for Action towards an Inclusive, Barrier-free and Rights-based Society for Persons with Disabilities in the Asian and Pacific Decade of Disabled Persons, 2003-2012. The APCD project was implemented in Bangkok on 1 August 2002 through the technical cooperation from the Japan International Cooperation Agency (JICA) with the Ministry of Social Development and Human Security, Thailand; the necessary infrastructure was provided by Japan's Grant Aid.
- **The ASEAN University Network (AUN)** was founded in November 1995 by ASEAN member countries including 13 universities. After the enlargement of ASEAN by the ASEAN Charter in 1997 and 1999, the AUN membership increased to 20

member universities (with the extension of 2 universities from Myanmar, 1 from Laos, Malaysia and Cambodia each, and 2 from Indonesia.) The main objective of the AUN is to strengthen the existing network of cooperation among universities in ASEAN by promoting collaborative studies and research programmes. It also attempts to promote cooperation and solidarity among scientists and scholars in the region, develop academic and professional human resources, and produce and disseminate scientific knowledge and information among the universities in the region.

The AUN is composed of a Board of Trustees (BOT), the participating universities, and the AUN Secretariat. The Board of Trustees consists of one representative from each of the ASEAN Member Countries, the Secretary-General of ASEAN, the Chairman of the ASEAN subcommittee on Education (ASCOE) and the Executive Director of the AUN. The BOT has the task of formulating policies, approving project proposals, the allocation of budgets and coordinating implementation activities. The board makes decisions on these activities on the basis of consensus. The participating universities have the task of implementing the AUN programmes and activities. The permanent office of the Secretariat has been established in 2000 and is located on the campus of Chulalongkorn University in Bangkok. The operating costs of the secretariat are allocated by the Thai Government while the financing of AUN activities comes from either cost sharing between the participating universities or from the external 'dialogue partners' of ASEAN, including the EU, China, South Korea, Japan, India and Russia.

There are several factors contributing to Thailand's ability to perform as 'knowledge centre' under these trilateral arrangements.

- i) Thailand has high absorption capacity of ODA knowledge / innovation due to its long-standing experience as technical assistance recipient as well as its well-established public administrative system which is result-driven. In most cases, technical assistance programmes would follow the complete value-chain development circle. For example, a training programme would adopt the TAF (Training-Action-Follow-up) circle to ensure that new knowledge obtained from ODA programmes are applied and further developed on the job. Infrastructure wise, Thailand is quite well-equipped and its absorption capacity for new technologies is also high (facilities wise and manpower wise)
- ii) Thailand is recognized by some of its ODA donors as having potential to serve as sub-regional hub to deliver technical development assistance services, not only because of its proven knowledge in selected development areas but also its geographic location, good infrastructure and facilities and the government's policy to strengthen collaboration with other development partners for the regional and sub-regional integration.
- iii) Thailand puts a strong emphasis on 'ownership' and 'sustainability' of ODA assistance which it receives. Therefore, a relatively high level of commitment to pursue project activities/initiatives after the technical assistance has ended.

Every region or sub-region could develop regional hub to serve other developing countries under the same Trilateral Cooperation arrangement like Japan and Thailand have been doing. This would help to scale up development ideas/initiatives in a less costly way. Knowledge transfer from 'South' to 'South' can be more effective as they tend to share sympathy over the same development issues/problems. Also, learning from 'real time' examples could be more inspiring and profound.

Case 9. Triangle of Hope (Malaysia-Zambia-Japan)

The Triangle of Hope (TOH) owes its origin to the third (3rd) Tokyo International Conference on African Development (TICAD III) that was held in Tokyo, Japan in October 2004 at which the late President of Zambia Mr. Levy Patrick Mwanawasa requested JICA President Dr. S. Ogata for assistance in terms of resources mobilization for investing in Zambia.

The main objective of the project is to assist in the creation of an environment in which the private sector create more jobs and generate greater wealth. To encourage private sector increase their levels of investments, government will create a conducive investment and business environment by providing efficient, effective public services and facilities and performance-based, time – bound incentives. This entails streamlining government approval and licensing procedures and providing incentives to all would-be investors.

In response to the above request from Zambia, JICA engaged a Malaysian international consultant with much hands-on experience in promoting investments to conduct a few seminars to raise awareness of three key groups in Zambia, i.e., the parliamentarians, senior civil servants and private sector, to work together in reducing poverty through job and wealth creation. This project is directly coordinated under the Office of the President of the Republic of Zambia as a priority project to promote investment with guidance provided by the Malaysian consultant. This project is regarded as one of the flagship projects of the South-South cooperation with JICA's facilitation and assistance not only to promote TCDC but also to promote trade and investment among developing countries.

Good practices of the TOH include:

- i) Comparative Advantages: The TOH initiative follows closely the Malaysian model of investment promotion and development. Having gone through the challenges of transforming the Malaysian economy from a primary producer to a leading export manufacturing centre, Malaysia is in a good position to share its experience with other developing countries. Malaysia's experience and expertise in terms of focusing on both comparative and competitive advantage in its socio-economic development and the country's expertise in private sector development and wealth and job creation are indeed very relevant to Zambia in spite of the different socio-cultural environments of the two countries.

As part of the TOH initiative, the Government of Zambia has been spearheading the development of the Multi-facility Economic Zones (MFEZ) in Lusaka. To assist this initiative, a study team from the Kulim Hi-Tech Park in Malaysia was engaged

in 2007 to develop a Master Plan. JICA has also offered to assist Government in the formulation of a Master Plan and have also attached a study team to work on the Lusaka South MFEZ development plans and feasibility study.

- ii) Impact: To ensure that there is transfer of expertise and skills, the Malaysian consulting team worked closely with the Zambian Expert Team during the feasibility study. The TOH project is still under implementation (scheduled to be completed in 2009) and the Malaysian international consultant has been working closely with the Ministry of Commerce, Trade and Industry and Zambia Investment Centre to put in place an improved information system regarding investment in Zambia. In addition the project has also been focussing on improvement of related policies, laws, regulations and services to attract more investment to Zambia.

The enhanced technical cooperation in both public and private sectors stems from the fact that TOH in its modality of execution addresses the need for collaborative effort between government and private sector to work on strategies that require inputs from both sectors. Through this project a very targeted mission of Government and Private sector has been undertaken to Malaysia not just as fact-finding but a results-oriented mission. In return, a group of Malaysian business people have come to Zambia to identify investment opportunities and partners.

- iii) Triangular Cooperation: Japan through JICA plays an instrumental role in the TOH in terms of providing financial support to the project in general and to the Malaysian Consultancy firm specifically. Furthermore, Japan's own experience in technical cooperation in Africa including Zambia as well as its history of industrialization whereby small; and medium-scale enterprises formed the foundation, are added assets worthy of consideration in the relevant discussions about the project. Japan through JICA has also offered suggestions as to how investment environment can be improved to attract Foreign Direct Investment and stimulate domestic investment; JICA is also providing logistical support to the Secretariat and Project Team to ensure that relevant mechanisms are in place for project implementation.

Key Contributing Factors of the TOH are:

- Malaysian experience in the area of cooperation;
- Buy-in of stakeholders right from the start;
- Inclusion of local stakeholders in project implementation;
- Project fitted into the overall national strategy framework of the country;
- Commitment from Zambian political leader and priority accorded to the project.

The approach of TOH can be implemented other countries in Africa. In fact, elements of this South-South cooperation approach had started even as far back as in the late 1990's. Malaysia had sent her experts in promotion and investments to work with Investment Promotion agencies e.g. in Tanzania as well as in Zimbabwe to assist them to create a conducive investment climate. Furthermore, in 1990, Malaysian EPZ experts were also engaged in the design, planning and development of the first EPZ in Kenya (Athi River EPZ) and the team (from the Penang Development Corporation (PDC)) worked closely with local consultants in Kenya. Subsequently, several officials from the EPZ Authority were sent to Penang for hands-on training at the Corporation.

Box 7.2.1 Triangular cooperation in partnership with private sector

Partnership with the private sector is one of the effective approaches to enhance effectiveness of South-South cooperation. There is a triangular cooperation supporting such partnership. The following show some examples of such cooperation by USAID:

- **Reconciling the past, preparing for the future (Colombia)**

Purpose of the project is to support Colombia to achieve civil peace and provide alternative means of healing conflicts involving juvenile offenders by applying the restorative justice model pioneered in South Africa, Northern Ireland and other post-conflict countries. The project has been launched by Desmond Tutu during the International Symposium on Restorative Justice and Peace held in Cali in 2005. The partnership among USAID, Alvar-Alice Foundation and Sugar industry, established five restorative justice centers in three slums of Cali by allowing juvenile offenders and at-risk youth to take responsibility for their action as basis of reconciliation. About 650 rural households have received conflict management training and agricultural and marketing services to improve livelihood and decrease recruitment of youth by illegal armed group.

- **Business Committee against HIV/AIDS (Angola)**

The 'Comite empresarial de Combate ao HIV/AIDS' is an organization led by Brazilian construction and engineering firm Odebrecht to mobilize the business community in curbing the spread of HIV/AIDS. USAID is supporting the Committee reinforcing the effort of the Angolan government and private companies in the fight of HIV/AIDS in the workforce. The programme participates in external campaign, provides incentive and support to companies in the development of programmes to fight HIV/AIDS, and promotes updating courses. Many companies have already joined the programme: Catoca Minin Society, Coca-Cola, Esso Angola, Nestle, Tropicana, etc.

- **Play Pumps – Bringing Water to the Poor in Africa (Malawi, Mozambique, South Africa, Swaziland, Zambia and expansion to some Eastern and Western African countries)**

The project aims to deliver clean drinking water and health information to combat the spread of HIV/AIDS through the power of children's play. The model is based on an approach and technology developed in South Africa. The PlayPumps consists of merry-go-round water pump, a raised storage tank, an easy-to-use faucet, and four billboards that carry social, health and consumer messages. Place near a school, the pumps are powered by play. The wide partnership includes Band Aid Charitable Trust, Case and Lemelson Foundations, IFC, Dutch Government, TNT, UNICEF, USAID, Vodafone and Swiss government, and WFP.

Contributed by: Ms. Mami Yamada, SU/SSC

Source: Mr. Daniel Runde (2009) 'South-South Cooperation' in South-South in Action

8. CONCLUSIONS

8.1. ROLE OF SOUTH-SOUTH COOPERATION IN DEVELOPMENT

The study results demonstrate that the role of South-South cooperation has become increasingly important in development. Firstly, South-South cooperation has been substantially expanding in volume. As shown in the survey results, both number of activities and budget for South-South cooperation have substantially increased recent years.

This is observed in many pivotal countries, including not only countries like Brazil, China, and India but also broader countries having provided South-South cooperation, along with the economic growth in these countries. Further, the countries other than traditional pivotal countries with advanced-level of experience have become engaged in South-South cooperation. As the cases like Z-M-M triangle (Zambia-Malawi-Mozambique), Centre Songhai (Benin-Mozambique), and Attachment Programme for Nursing Tutors (Cambodia-Afghanistan) show, South-South cooperation among the countries at the similar-level of development has been also becoming active, against such background as increased economic and social interactions and movement towards regional/sub-regional economic integration.

Secondly, as demonstrated in the case studies on good practices, many South-South cooperation programmes/projects have achieved concrete results that contribute to social and economic development of the beneficiary countries. South-South cooperation has been recognized its importance from the viewpoint of solidarity among developing countries as well as of effective instrument for development. While the former aspect has already been much highlighted in international discussions on South-South cooperation, it is rather recent that substantial discussions, especially including operational discussions, on the latter aspect have become vigorous. However, as pointed out in many recent conferences and studies on South-South cooperation, empirical evidence on effectiveness of South-South cooperation have been limited due to the lack of information on existing practices and results of the cooperation. This study was carried out as an effort to address this knowledge gap. Although further studies are needed for deeper examination of the issue of effectiveness of South-South cooperation, the case studies of various programmes/projects in this study clearly show existing achievement and potential of South-South cooperation as an effective instrument for development.

Further, the case studies also show that triangular cooperation has played an important role to promote South-South cooperation and to enhance effectiveness of the overall development assistance.

Given the above, it is all the more important to further improve the practice of South-South and triangular cooperation and to enhance their effectiveness for exploring its opportunities and potentials.

The following sections summarize, from this viewpoint, key findings on current practice and challenges based upon the study results.

8.2 CURRENT PRACTICES AND CHALLENGES

Policy and Institutional Framework

- **Policy**

Many pivotal countries have formulated country-and issue-specific cooperation strategies. However, fewer countries have a comprehensive national policy on South-South cooperation. A comprehensive national policy provides the overall framework for ensuring coherence and synergy among diverse strategies. Also, it provides a clearer vision, direction, and strategy of a country for South-South cooperation among various stakeholders, including national organizations concerned, beneficiary countries, donor and international organizations as well as general public (tax payers). Such national policy becomes all the more important with the expansion of the volume of the cooperation as well as the due increase in numbers of the stakeholders. Experience of Thailand in the formulation of Strategic Framework for Provision of Thai ODA gives a useful reference for development of such comprehensive national policy. It also shows that political leadership and support, capacity of the coordinating organization to take the lead, and collaboration among broader stakeholders concerned through participatory process play an important role in formulating such national policy.

- **Budget**

Lack of budget used to be listed as a major constraint in South-South cooperation. However, the study results show that budget allocation to South-South cooperation has been increased in many pivotal countries and that the increase of number of South-South cooperation activities owes much to this. Economic situation and political decision constitute major promoting factors for this budget increase. Existing good practices by Korea and Indonesia in mobilizing domestic funds as well as by Mexico and Chile in establishing joint cooperation Fund give interesting hints for further strengthening financial basis for South-South cooperation. A national policy as mentioned above is considered to be useful in enhancing transparency and public support to mobilize domestic funds as well as in facilitating policy coordination with other countries when partnering.

- **Coordination**

In most of the pivotal countries, the coordinating organization manage the overall budget allocation and supervise the projects implemented by various organizations; however, the status of policy-level coordination and programmatic consistency among projects vary by country. As the above case of Thailand shows, a comprehensive national policy helps coordinating various strategies, programmes, and projects and ensuring consistency and synergy among them. The positive correlation between articulation of policy and level of coordination in the study results also support this. The establishment of coordination mechanism such as a regular coordination meeting plays an important role to operationalize coordination based upon the above policy framework, as the experience of many pivotal countries show.

- **Data Collection and Reporting**

Collection of data and information has been pointed out as a major challenge in many recent discussions on South-South cooperation. The study results coincide with this. Systematic collection and compilation of the data and information is still limited in many countries. However, there are several countries who have been successfully tackling this challenge. The case study of Turkey shows that clear policy direction, capacity of coordinating organization, effective use of technology, close communications and collaboration with all the actors concerned have contributed to such successful attainment. These contributing factors coincide with those for the formulation of a national policy. The Turkey case also demonstrates the importance of reporting. Reporting of the results of cooperation is essential to enhance transparency and ensure accountability; this leads to public support to the cooperation. Active partnership with civil society in Turkish cooperation, which is seen in cases like Health Care for Sub-Sahara Africa and Opening of Water Wells and Donation of Drilling Equipment, has much to do with this.

Key conclusions on policy and institutional framework can be summarized as follows:

In many pivotal countries, South-South cooperation has been expanded recent years. Against such background, various efforts have been also made to strengthen its policy and institutional framework for South-South cooperation. However, there are still several remaining challenges. Especially included in the challenges are the formulation of a comprehensive national policy and the collection/compilation of the data and collection. Political leadership and support, capacity of the coordinating organization, collaboration with all the stakeholders concerned play an important role for successfully tackling these challenges.

Comparative Advantages

Pivotal country's development experience and technical capacity, availability of practical know-how, cost-effectiveness, similar social and cultural background, and the use of same languages are recognized by both pivotal and beneficiary countries as comparative advantages of South-South cooperation. However, similar social and cultural background

as well as the use of same language is attached less importance, due to the increase of inter-regional cooperation. As for cost-effectiveness, donor organizations' view is mixed because of the issue of transaction costs; however, most of the developing countries consider South-South cooperation is cost-effective, being economical and effective. An important point shown in the study results is that country experience mentioned afore does not necessarily mean advanced-level of experience. Cases such as Centre Songhai show that a country can learn a lot from a country at the similar-level of development with innovative experience. Also, the case on Brazilian practical know-how indicates that such know-how is made available because of the existence of less-developed regions within Brazil whose situation is similar to many other developing countries.

In each case programme/project taken up in the study, plural comparative advantages as above have been effectively utilized and have contributed to the successful achievement. To make this possible, first, a pivotal country needs to identify its specific areas of comparative advantages. Many pivotal countries explore its specific areas of comparative advantages through close contact among national organizations. Consultations with beneficiary countries as well as donor and international organizations' support such as match-making also give an opportunity for a country to identify comparative advantages.

Then, to actually utilize identified comparative advantages in cooperation, mobilization of country resources becomes necessary. In the above programmes/projects, country resources such as personnel and organizations with expertise as well as financial and material resources are actively mobilized. Management of available country resources through close contact with national organizations facilitates the coordinating organization to mobilize such resources. Practices such as establishment of a talent bank of experts by Turkey can be useful for such management. In this relation, current source of expertise in pivotal countries is mostly the public sector. Given the role that the public organizations have played in the development of pivotal countries' own development as well as the fact that many implementing organizations of the beneficiary countries are also public organizations, the use of expertise from the public sector is useful. However, to respond to increased and diversified needs of beneficiary countries, it has become important to mobilize resources from the private sector.

Finally, for comparative advantages of a country to effectively work, they need to match the needs of beneficiary countries. The above-mentioned programmes/projects have taken demand-driven approach in both formulation and implementation stage; and this constitutes an key factor for the utmost use of their comparative advantages and successful achievement.

Partnering with other pivotal countries helps complementary combination of comparative advantages and also scaling up of cooperation. However, actual practices are still limited. Existing examples mainly involve in the case that partnering in specific programmes/projects are made as a part of broader bilateral, regional/sub-regional, or inter-regional cooperation framework or the case that partnering has been facilitated by donor and international organizations, especially under triangular cooperation. Also, most of them are flagship programme/projects with much diplomatic importance to the pivotal countries. These indicate first that identification of specific partner, when

there is no such framework or mediation as above, is one of constraints for partnering. It is also indicated that, given certain transaction costs, recognition of greater merits such as advancement of relationship with the partner country, expected large impact of cooperation, is needed to motivate a country to enter into partnering.

Key conclusions on comparative advantages can be summarized as follows:

Comparative advantages such as country experience, technical capacity, practical know-how, cost-effectiveness, similar social and cultural background, and the use of the same language, help effective cooperation. However, to make the utmost use of comparative advantages for successful achievement, demand-driven approach becomes a key. For mobilizing country resources to actually use comparative advantages in cooperation, management of country resources and close contact with national organizations are needed. Mobilization of the private-sector expertise becomes important to respond to increased and diversified needs. Partnering enables, through joint cooperation, to complementarily combine comparative advantages and to scale up the cooperation. However, actual practices are still limited. To explore potential of partnering, measures to promote identification of partners as well as clarification of merits in specific partnering arrangement to the countries concerned need to be tackled.

Programme/Project Operation

Case studies demonstrate that all the programmes/projects having achieved successful results have been based upon demand-driven approach in both programme/project formulation and implementation and also taken measures for ensuring sustainability, including adaption of technology and know-how as well as creation of mechanism for sustainability. They also show that leadership and commitment of beneficiary countries' political leaders/high-level officials as well as ownership and participation of beneficiary countries' broader stakeholders, which have promoted and also been promoted by demand-driven approach, play a key role for ensuring sustainability. As such, it is important to take demand-driven approach, sustainability, and achievement of results as one.

- **Demand-Driven Approach**

Both pivotal and beneficiary countries perceive that their programmes/projects are largely demand-driven. However, there are several factors that impede for them to fully pursuing this approach. The largest impediment listed by many pivotal and beneficiary countries is limited capacities in articulating/assessing needs and developing specific programmes/projects. The study results show, for example, that there are few pivotal countries having established standard methodology for needs assessment and programme/project development. However, donor and international organizations' support to capacity development in this area is limited. Such support is considered to be important to further promote demand-driven approach.

Other major impediments listed include limited information for match-making and limited participation of beneficiary countries in programme/project development. Current Match-making has been mainly made through bilateral and region-

al/sub-regional meetings, information collection through the embassy/country offices, and request surveys by pivotal countries. Various efforts have been also being made to improve match-making, as seen in the cases like strengthening of joint committee mechanism by Colombia, match-making exercise by Tunisia, and establishment of match-making mechanism under JARCOM, and SS-GATE. Further, donor and international organizations provide active support to match-making through facilitation of information exchanges as well as provision of support to initiatives like the above cases. While all these efforts and support are useful, experience of existing good practices show that establishment of mechanisms is important to improve match-making in a sustainable manner.

Limited participation of beneficiary countries in programme/project development can be attributed to such factors as: beneficiary countries' limited capacity in programme/project development; pivotal countries' limited capacity in utilizing participatory approach in programme/project formulation; and physical constraints like no country office and limited consultations. There are a few initiatives like one by Colombia to strengthen consultations with the beneficiary countries or support by triangular cooperation donor and international organizations to have their country offices help their communications; however, measures to improve beneficiary countries' participation are limited. Development of the above-mentioned capacity of beneficiary and pivotal countries and strengthening of consultations between them are important to improve participation of beneficiary countries.

Beneficiary countries' participation as such is, together with their leadership and commitment, an important guidepost to demand-driven approach. The case studies show that the programmes/projects carried out based upon strong demand from the beneficiary countries share in common active involvement and support of political leaders/high-level officials. In many cases, it is those political leaders/high-level officials who have taken leadership to request cooperation to the pivotal countries. Also, the above programmes/projects are participated by broader stakeholders of the beneficiary countries throughout the programme/project process, given their interest in the programmes/projects responding to their needs. Political support as mentioned above has encouraged their active participation and collaboration in the programmes/projects. While an approach by pivotal countries to enhance ownership and participation of the beneficiary countries have also played an important role, the above-mentioned leadership, commitment, and participation of the beneficiary countries are indispensable element for a demand-driven approach.

- **Sustainability**

Both pivotal and beneficiary countries perceive that sustainability is ensured to a certain extent in their programmes/projects. To ensure sustainability, most of the countries answered that they had taken measures to adapt, recognizing such adaptation as an important factor influencing sustainability. However, importance of creating a mechanism for sustainability is attached importance by fewer countries; and measures for it are not taken much either. As cases like Institutional Development of the Sanitation Sector in Senegal and Development of Modern Green-

house Practice demonstrates, creation of a mechanism such as institutionalization of programme/project activities and securing of budget for the activities, is also essential for ensuring sustainability. To further enhance sustainability, the recognition on the importance of creating a mechanism and measures for it needs to be strengthened. To create such mechanism, leadership and support of political leaders/high-level officials especially play an important role. Therefore, it is important to have their involvement from the early stage of the programmes/projects and to incorporate into the programmes/projects the activities that help sensitizing them as SMASSE project have done.

Improvement of sustainability and impact has been pointed out as a challenge of training course, which constitutes a major form of South-South cooperation. The study results show that various measure have been taken by both pivotal and beneficiary countries to tackle such challenge. Such efforts include: demand-driven programming, reorientation of training course from scholarship type to trainer's training, combination of training with other forms of cooperation, evaluation and feedback, and provision of follow-up support. The cases like training courses in Egypt and Malaysia present that such efforts as mentioned help addressing the challenge.

- **Achievement of Results**

The study results show that the current situation of achievement of results varies and that the overall ratio of the programmes/projects having achieved results decreases as the level of results becomes higher from output through outcome to impact. An analysis made based on the survey responses from pivotal and beneficiary countries broadly shows that there is certain positive correlation between achievement of results and demand-driven approach as well as between the former and sustainability. This coincides with the results of case studies. The programmes/project having achieved successful results have been strongly demand-driven in terms of leadership, commitment, participation of the beneficiary countries as well as of a facilitative approach of pivotal countries. Also, they have ensured sustainability as the results of successful adaptation of technology/ know-how and creation of a mechanism for sustainability. In these programmes/projects, comparative advantages have been also effectively utilized.

The above analysis of survey responses also shows that management of programmes/projects for results have certain positive correlation with achievement of results. However, current practices of management for results are rather limited. There are not so many countries which set verifiable indicators and conduct systematic M&E. Participation of beneficiary countries in M&E is limited, too. Further, in both pivotal and beneficiary countries, programme/project results are not fully disclosed.

It is deemed necessary to strengthen capacity of pivotal and beneficiary countries in management for results. This helps them to achieve results as well as ensure their accountability to the public of both countries.

Other factors having contributed to achievement of results, especially at the impact level, include: combination of technical cooperation with other types of cooperation such

as provision of materials and equipment as well as scaling-up through partnership with other development partners such as donor and international organizations, civil society, and the private sector. Examples of the former include: Pan-African E-Network Project, Lighten-up Africa Project, Development of Modern Greenhouse Practice, Batheay Flood Control Project, SMART School Project, South-South Cooperation and Small Enterprises. While there are some cases where the pivotal countries have provided by themselves infrastructure, equipment, and material, there are other cases where partnership with other development partner has lead to the latter's complementary assistance in provision of equipment and material. Partnership with a triangular cooperation donor in PROMESA Project and partnership with civil society in Opening of Water Wells and Donation of Drilling Equipment are examples of such cases. The examples of the latter include: Institutional Support in Creating the National Fund for Solidarity (FNS) in Mali, Health Care for the Sub-Sahara in Africa, Technical Assistance in Olive Production, where activities of the projects are scaled up through partnership with donor and international organizations, civil society, and the private sector, respectively.

Finally, case studies show that South-South cooperation programmes/projects are often carried out under a larger regional/sub-regional or inter-regional cooperation framework. Such examples are seen in SMART School project implemented as a part of the IAI, Dengue Fever Outbreak Medical Assistance to Cambodia operated under the AC-MECS, Triangle of Hope carried out as Asia-Africa Cooperation under TICAD Process, and Development of Under Cover Vegetable Growing intended for restoration of peace and stability in the region through assistance to reconstruction of Bosnia and Herzegovina. As such, achievement of the programmes/projects contributes not only to the advancement of economic/social situation of the beneficiary countries in specific area of cooperation, but also the promotion of the above-mentioned larger cooperation framework. Such perspective needs to be also taken into account when considering the impact of South-South cooperation programmes/projects.

Key conclusions on programme/project operation can be summarized as follows:

The programmes/projects having achieved successful results have been based upon demand-driven approach in both programme/project formulation and implementation and taken measures for ensuring sustainability, including adaption of technology and know-how as well as creation of mechanism for sustainability. As such, it is important to take demand-driven approach, sustainability, and achievement of results as one.

An indispensable element of demand-driven approach is leadership, commitment, and participation of beneficiary countries. Leadership and support of political leaders/high-level officials as well as ownership and participation of broader stakeholders play an essential role in demand-driven approach and, then in assurance of sustainability and achievement of results. Another important element of demand-driven approach is approach of pivotal countries to facilitate leadership, commitment, and participation of beneficiary countries. Improvement of match-making, needs assessment, programme/project development and implementation help promoting demand-driven approach. As for match-making, it is important to establish a mechanism while various efforts have been already being made. Capacity development for needs assessment/articulation and programme/project development is a major challenge for both pivotal and beneficiary

countries in operationalizing demand-driven approach. Support to it is needed to further promote demand-driven approach.

Importance of adapting technology and know-how is well recognized by both pivotal and beneficiary countries; and measures have been also taken in many programmes/projects. However, importance of creating mechanism for sustainability is not so much recognized; nor measures have been taken. To strengthen sustainability, it is necessary to improve recognition of the latter's importance and strengthening of measures in the programmes/projects. As for sustainability and impact of training courses, existing good practices show that measure such as demand-driven programming, evaluation and feedback, follow-up support help improving them.

Case studies demonstrate that many existing South-South cooperation programmes/projects achieve concrete results that contribute to economic and social development of beneficiary countries. Demand-driven approach, sustainability, and management for results contribute to achievement of results. Other factors contributing to achievement of results, especially at the impact level, include combination of technical cooperation with other types of cooperation and scaling-up through partnership with donor and international organizations, civil society, and the private sector. An important point shown in the case studies is that South-South cooperation programmes/projects are carried out under a larger regional/sub-regional or inter-regional cooperation framework. Impact of the programmes/projects need to be seen, taking into consideration contribution to such cooperation.

Triangular Cooperation

Triangular cooperation is paid increasing attention by donor and international organizations. However, those who have actively engaged in triangular cooperation have been still limited, especially in donor organizations. Given this, in most of donor organizations, policy and institutional framework is yet to be established. International organizations are more advanced in terms of articulation of policy and establishment of a unit promoting and coordinating triangular cooperation across the organization. However, still, the extent of mainstreaming of triangular cooperation in regional and country cooperation programmes differs by organization. Further, few donor and international organizations systematically collect data on triangular cooperation; and the positioning of triangular cooperation differ by donor, with some of them regard it as cooperation for beneficiary countries and others for pivotal countries. As such, strengthening of policy and institutional framework is one of the issues that need to be addressed to promote triangular cooperation in donor and international organizations. Especially, more systematic collection and compilation of the data and information on triangular cooperation is essential for deepening the discussions on triangular cooperation and improve its practices. To do so, clarification of its definition is needed at the international level.

Under triangular cooperation arrangement, donor and international organizations have supported specific South-South cooperation programmes/projects by providing technical, financial, and material support in a way to complement pivotal countries' inputs. In addition, many of them support development of pivotal countries' capacity for

South-South cooperation; information-sharing and match-making between pivotal and beneficiary countries; as well as knowledge-sharing and networking among developing countries. Pivotal and beneficiary countries view these various supports from donor and international organizations as benefits of triangular cooperation. More specifically, the study results show that pivotal countries, as benefits of triangular cooperation, attach importance to the support to technical capacity development, strengthening of policy and institutional framework, acquirement of know-how in international cooperation, and enhancement of credibility and reputation more than just financial gap-filling. Similarly, beneficiary countries list as such benefits intermediary of information and facilitation of match-making, enhancement of credibility of specific cooperation programme/project; and scale up of the cooperation. Triangular cooperation arrangement also brings benefits to donor and international organizations. Such merits listed by them include: enhancement of effectiveness of cooperation through the use of developing countries' comparative advantages as well as scaling-up of the past assistance to the pivotal countries. Concrete examples of such merits brought to a respective party are shown in the cases such as Mexico's experience in triangular cooperation with Japan, Germany, and France; Brazil's same experience with Japan, Germany, UNFPA, and UNAIDS; and Triangle of Hope.

On the other hand, there are also challenges in triangular cooperation. One of the challenges is transaction costs, such as a longer process in planning and a need for greater man power. The issue of transaction costs is especially listed by donor organizations as a major challenge. Yet, the view differs by organization. International organizations as well as donor organizations such as Japan and Spain see that, while transaction costs exist, they can be decreased through standardization and streamlining of procedures as well as more field-based operation through delegation of authority to the country offices. These also help to decrease transaction costs on the part of developing countries. However, the issue of transaction costs in developing countries is more complicated since plural donors with different procedures and project management methods involve in triangular cooperation. While collaboration with plural donors benefit developing countries in obtaining a variety of donor supports based upon comparative advantages of each donor, it also increases transaction costs. To address this challenge, it becomes important to promote donors' alignment to country procedures and methods applied under South-South cooperation. This may be done, if necessary, by way of supporting a pivotal country to elaborate their procedures and methods so that they meet a standard of international cooperation which donor and international organizations may need for alignment as mentioned above.

A challenge listed by developing countries as more substantial than the issue of procedural efficiency related to transaction costs is the issue of policy coordination. It is pointed out by developing countries that donor policy and priorities tend to precede those of developing countries and that triangular cooperation initiative by pivotal countries are not so much backed by donors. Since triangular cooperation is a joint undertaking, the policy and priorities of each parties need to be respected; and the policy coordination needs to be made, placing the highest consideration on beneficiary countries' needs and priority to ensure demand-driven approach. To facilitate such policy coordination, both developing countries and donors are required to, first, clarify their own policy and

priorities. Formulation of a national policy on South-South and triangular cooperation helps this. Then, regular consultations based upon such policy will facilitate all the parties to deepen understanding on each other's policy and priorities and to coordinate them.

Despite some challenges as mentioned above, developing countries view that benefits of triangular cooperation outweighed. For such benefits to be utilized to promote South-South cooperation, expansion of triangular cooperation is desired. The study results show that while South-South cooperation has been expanded recent years, triangular cooperation has not been expanded as much.

The results also show that major partner pivotal countries of donor and international organizations concentrate on several countries; and there is a large difference among pivotal countries in the number of triangular cooperation donors. Such concentration has much to do with the criteria that donor and international organizations apply in selecting partner pivotal countries. The criteria includes: advanced expertise in the cooperation area, implementation capacity, the position of the country as a regional/global actor, as well as linkage with the past assistance. Such criteria are reasonable. However, the resultant concentration of partnering arrangement on several countries may have limited the opportunities for both developing countries and donor and international organizations. In fact, other than those major partner pivotal countries as mentioned, there are many pivotal countries who have been actively engaging South-South cooperation. Also, South-South cooperation is conducted not only by countries with advanced-level of experience but also among less advanced countries at the similar level of development. Partnership with these countries is not fully explored in the current triangular cooperation arrangement. This limits the opportunity of donor and international organization to make the use of comparative advantages of these countries. At the same time, it also limits the opportunity of the said countries to obtain support from donor and international organization, which helps expansion and improvement of their South-South cooperation. To make the better use of triangular cooperation for enhancing South-South cooperation and its opportunities to both developing countries and donor and international organizations, partnering arrangements in triangular cooperation be better expanded. , In this regard, international organizations which have mandate for serving all the member countries and knowledge and experience in working with a wider developing countries, especially UN organizations, are expected to proactively expand partnership arrangements with those developing countries having limited opportunity and also to play a role to facilitate partnering between donor organizations and those developing countries.

Key conclusions on triangular cooperation can be summarized as follows:

Under triangular cooperation arrangement, donor and international organization have not only provided complementary inputs to specific programmes/projects but also supported information-sharing and match-making, technical and implementation capacity strengthening of pivotal countries, knowledge-sharing and networking. These supports are viewed by both pivotal and beneficiary countries. Triangular cooperation has brought benefits also to donor and international organizations such as the use of comparative advantages of pivotal countries as well as scale up of the past assistance.

However, triangular cooperation has challenges such as transaction costs and policy coordination; and especially, the latter is regarded by developing countries as more substantial issue. Clarification of South-South and triangular cooperation by both developing and donor side and close consultation based upon the policy is required to tackle this. Also, standardization and streamlining of the procedures, shift to more field-based operation, and alignment to developing countries' procedures as much as possible help decreasing transaction costs.

To explore benefits of triangular cooperation, it is desirable to further expand it in terms of volume as well as partner countries. Especially, opportunities of triangular cooperation be better provided to those countries with less-advanced but, innovative experience, involving in the South-South cooperation with the countries at the similar level of development. Also, to expand triangular cooperation, strengthening of policy and institutional framework on the part of donor and international organization is needed, including articulation of triangular cooperation policy, establishment of a coordinating unit, and mainstreaming of triangular cooperation in organization's operational activities and so on.

8.3 THE WAY AHEAD

This study intended to contribute to the knowledge-sharing on practices of South-South and triangular cooperation, especially existing good practices, given that the need for promoting such knowledge-sharing has been one of key issues identified in the recent international discussions on South-South and triangular cooperation. Thanks to the inputs from a large number of developing countries and donor and international organizations to the survey, the study has been able to collect and compile a wide range of information on current practices of South-South and triangular cooperation by different parties in the areas of investigation. The case studies in twelve pivotal and four beneficiary countries, which were conducted with cooperation by these countries, show a variety of existing good practices. It is expected that these will help both developing countries and donor and international organizations to share knowledge and learn each other for improving practices in South-South and triangular cooperation.

However, there are many other issues which this study did not cover. Also, several practices and issues broadly identified in the study are to be examined more closely to utilize existing experience and knowledge for improving practices of South-South and triangular cooperation. Moreover, practices will evolve through accumulation of knowledge and experience. As such, this study is just a first step and one of the attempts to address the above-mentioned need for promoting knowledge-sharing. Continued efforts to collect the information on practices in South-South and triangular cooperation, update good practices, and promote knowledge-sharing as a process are indispensable.

To do so, it is important to establish a mechanism for knowledge-sharing. In this sense, it will be useful to establish a network, participated by practitioners of both developing countries and donor and international organizations, and to promote knowledge-sharing on South-South and triangular cooperation through regular meetings and contacts among the network members. As a body for promoting South-South and triangular

cooperation, there is the High-Level Committee of South-South Cooperation. The High-Level Committee has played an important role in promoting exchanges of views and experience of member countries and organizations at the high-level and has contributed to mainstreaming South-South and triangular cooperation as an international policy agenda. However, given the nature of high-level participation, specific issues related to actual operations have not been so much covered in the discussions. Thus, the forum for sharing-knowledge on practices at the operational level is missing. Such forum is needed more from now than ever, given expansion of activities of South-South and triangular cooperation, involvement of a increased number of developing countries in South-South cooperation, and the need for improving the above activities to enhance effectiveness of cooperation. Further, the establishment of a network as mentioned above will be useful not only to promote knowledge-sharing but also to promote joint work among the members, including joint South-South and triangular cooperation programmes/projects as well as joint research on issues important for improving the practices of South-South and triangular cooperation. UNDP, given its mandate to promote, coordinate and support South-South and triangular cooperation on a global and UN system-wide basis, is expected to play an active role for this, in collaboration with developing countries and other donor and international organizations.

ANNEX 1. PROGRAMME AGENDA

Global South-South Development Expo 2008

Fifth United Nations Day for South-South Cooperation

Session 5:

Increasing Effectiveness of South-South Cooperation for Development:

A Workshop for Practitioners of South-South and Triangular Cooperation

- **Date and Place**

18 December, 2008 (10a.m. – 6p.m.)

Conference Room 7, UN Secretariat Building

- **Organizers and Sponsors**

Co-Organized by the Special Unit for South-South Cooperation, UNDP and
Japan International Cooperation Agency (JICA)

Sponsored by the Government of Japan through Japan-UNDP Partnership Fund

- **Co-Chairs**

Mr. Yiping Zhou, Director of the Special Unit for South-South Cooperation, UNDP

Mr. Aiichiro Yamamoto, Chief Representative, JICA USA Office

- **Objective of the Workshop**

To discuss the ways of improving effectiveness of South-South and Triangular cooperation to better serve the needs of beneficiaries in developing countries

- Workshop Agenda

10:00	Opening remarks H.E. Mr. Shigeki Sumi, Ambassador, Permanent Mission of Japan to the United Nations H.E. Mr. John W. Ashe, Chairman of Group of 77 Mr. Yiping Zhou, Director of SU/SSC of UNDP
10:30	Presentations on good practices in South-South and Triangular cooperation Policy and coordination capacity (10:30-11:00) Thailand International Cooperation Agency (TICA), Thailand Egyptian Fund for Technical Cooperation with Africa (EFTCA), Egypt Discussions (11:00-11:15) Institutional capacity (11:15-12:00) China International Centre for Economic & Technical Exchanges (CICETE), China Turkish International Cooperation Agency (TIKA), Turkey Ministry of Foreign Affairs, International Trade and Worship, Argentina and Ministry of Agriculture, National Service of Agrarian Health, Peru Discussions (12:00-12:15) Technical capacity (12:15-12:45) Department of Marine Fisheries, Morocco Discussions (12:45-13:00)
13:00	Lunch
15:00	Presentations on good practices in South-South and Triangular cooperation (continued) Demand-driven approach and sustainability (15:00-15:30) Ministry of Education, Kenya Permanent Mission of Mexico to the United Nations Discussions (15:30-15:45)
15:45	Presentations on role of donors in enhancing effectiveness of South-South and Triangular cooperation (15:45-17:00) JICA, BMZ, SEGIB, WB, OECD Discussions (17:00-17:20)
17:20	The way forward Follow-up mechanism of the workshop
17:50	Closing remarks Mr. Aiichiro Yamamoto, JICA

ANNEX 2. LIST OF WORKSHOP PARTICIPANTS

AFRICA

Kenya

Prof. Karega Mutahi, Permanent Secretary

Mrs. Lynette Gladys Nanjala Kisaka

Ministry of Education

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Mr. Boubacar Boureima, Counsellor, Permanent Mission of Niger to the United Nations

ARAB STATES

Algeria

Mr. Renfrepa Noredaiwe, Minister Plenipotentiary,
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Egypt

Ambassador Nevine Saad Eldin Ashmawy, Secretary General
Egyptian Fund for Technical Cooperation with Africa (EFTCA), Ministry of Foreign Affairs

Morocco

Mr. Az-eddine Belrhazi, Chief, Service of Projects for Cooperation and Exchanges,
Department of Marine Fisheries, Ministry of Agriculture, Rural Development, and Fisheries

Tunisia

Mr. Amor Jilani, Director General, Tunisian Agency for Technical Cooperation

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Bulgaria

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Ministry of Foreign Affairs

Turkey

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Peru

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National Service of Agrarian Health, Ministry of Agriculture

Venezuela

Ms. Ilenia Medina, Ambassador, Deputy Permanent Representative
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Permanent Mission of Israel to the United Nations

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DONORS

BMZ

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Cooperation with Countries and Regions,
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H.E. Mr. Shigeki Sumi, Ambassador
Mr. Mikio Mori, Minister
Ms. Michiko Miyamoto, Researcher/Advisor, Economic Section,
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JICA-Japan

Ms. Kae Yanagisawa, Executive Advisor to the Director General
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JICA-USA

Mr. Aiichiro Yamamoto, Chief Representative
Mr. Akito Takahashi, Representative

Organization for Economic Co-operation and Development

Ms. Brenda Killen, Head
Mr. Misaki Watanabe, Administrator, Aid Effectiveness Division
Ms. Ebba Dohlman, Counsellor, Heiligendamm Dialogue Support Unit
Development Co-operation Directorate

SEGIB

Mr. Miguel Hakim, Secretary, Iberoamerican Cooperation

World Bank

Ms. Helena Yaa Nkole, Senior Operations Officer,
Fund Operations Department Concessional Finance and Global Partnership
Ms. Joan Hubbard, Regional Coordinator, Africa
Ms. Susana Carrillo, Senior Governance Specialist

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Ms. Xiaoyu Chen, Specialist, UN and Intergovernmental Affairs, Governance, UN and
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Ms. Hanayo Cheung, Programme Associate
Ms. Satoko Miwa, Study Team Leader

INTERGOVERNMENTAL ORGANIZATIONS

G-77

H.E. Mr. John W. Ashe, Chairman

Ambassador Extraordinary and Plenipotentiary

Permanent Representative of Antigua and Barbuda to the United Nations

PRIVATE SECTORS

Public-Private Alliance Foundation

Mr. David Stillmon, Executive Director

Lenox Advisors. INC

Mr. Carlos A. Lithgow, Vice President

ANNEX 3. LIST OF COOPERATING ORGANIZATIONS FOR THE SURVEY

Pivotal Countries

Argentina	Argentine Fund for Horizontal Cooperation La Plata National University
China	China International Centre for Economic and Technical Exchange
Colombia	Ministry of Foreign Affairs Presidential Agency for Social Action and International Cooperation
Egypt	Egyptian Fund for Technical Cooperation with Africa (EFTCA)
Indonesia	State Secretariat
Kenya	Ministry of Education
Malaysia	Prime Minister's Department
Mexico	Ministry of Foreign Affairs
Republic of Korea	Korea International Cooperation Agency (KOICA)
Tunisia	Tunisian Agency for Technical Cooperation
Turkey	State Planning Organization (SPO) Turkish International Cooperation and Development Agency (TIKA)

Beneficiary Countries

El Salvador	Ministry of Foreign Affairs Ministry of Public Works, Transportation, Housing and Urban Development
Niger	Ministry of Foreign Affairs Ministry of Public Health
Peru	Peru International Cooperation Agency National Service for Agrarian Health (SENASA)

Donor and International Organizations

Canada	Canadian International Development Agency (CIDA)
	International Development Research Centre (IDRC)
Germany	Federal Ministry of Economic Cooperation and Development (BMZ)
Japan	Ministry of Foreign Affairs
	Japan International Cooperation Agency (JICA)
Spain	Spanish International Cooperation Agency for Development (AECID)
UN	United Nations Development Programme (UNDP)
	United Nations Educational, Scientific, and Cultural Organization (UNESCO)
	United Nations Population Fund (UNFPA)
	United Nations Children's Fund (UNICEF)
	United Nations Industrial Development Organization (UNIDO)

ANNEX 4. LIST OF CASES

Section	No.	Case	Pivotal Country	Beneficiary Country	Donor
2.2	Case 1	Strategic Framework for Provision of Thai ODA	Thailand	/	
	Case 2	China-UNDP collaboration to strengthen institutional framework and technical capacity for South-South cooperation	China	/	UNDP
	Case 3	Mechanism of collection of Turkey's development assistance data	Turkey	/	
	Case 4	Mexico-Chile Horizontal South-South Cooperation: Creation of a Joint Cooperation Fund	Mexico/Chile	Mexico/Chile	
3.2	Case 1	Kollo Project	Tunisia	Niger	France
	Case 2	Ta-Prohm Restoration Project	India	Cambodia	
	Case 3	Pro-Huerta Project	Argentina	Haiti	
	Case 4	Pan-African E-Network Project	India	53 African countries	
	Case 5	Lighten up Africa project	China	10 African countries	UNIDO
	Case 6	PROMESA project	Argentina	Peru	Japan
	Case 7	Centre Songhai	Benin	Zambia	UNDP
	Case 8	Brazilian practical know-how in Fome Zero	Brazil	/	
	Case 9	IBSA Dialogue Forum	India/ Brazil/ South Africa	/	

4.2	Case 1	Reorientation of South-South cooperation given by Colombia	Colombia	/	
	Case 2	Blindness Reduction Campaign in Niger	Tunisia	Niger	IsDB
	Case 3	Regional Conference for Technical Cooperation	Tunisia	11 French-speaking African countries	UNDP
	Case 4	JICA-ASEAN Regional Forum	ASEAN	ASEAN	Japan
	Case 5	The South-South Gate (SS-GATE) System	China	/	UNDP
	Case 6	Strengthening Science and Mathematics in Secondary Education (SMASSE) in Niger	Kenya	Niger	Japan
4.2	Case 7	Pistachio Growing Project	Turkey	Turkmenistan/ Uzbekistan	
	Case 8	Development of Peruvian Scallops in Casma	Chile	Peru	
	Case 9	Zambia-Malawi -Mozambique Growth Triangle	Zambia/ Malawi/ Mozambique	Zambia/ Malawi/ Mozambique	
5.2	Case 1	Development of Modern Greenhouse Practice	Turkey	Uzbekistan	
	Case 2	Institutional Development of the Sanitation Sector in Senegal	Tunisia	Senegal	World Bank
	Case 3	Rice Cultivation Techniques	Egypt	27 African countries	Japan
	Case 4	Clinical Immunology of Infectious Disease and Introduction to Molecular Biology	Egypt	21 African countries	Japan
	Case 5	Malaysia Technical Cooperation Programme (MTCP)	Malaysia	138 countries	Japan, UNDP, IDB etc.

6.2	Case 1	Batheay Flood Control Project	Korea	Cambodia	
	Case 2	Dengue Fever Outbreak Medical Assistance to Cambodia	Thailand	Cambodia	
	Case 3	'Laco-Sul-Sul' (Southern Ties Network Initiative)	Brazil	7 countries in Latin America & Africa	UNICEF, UNAIDS, UNFPA
	Case 4	Health Care for the Sub-Sahara Africa	Turkey	8 countries in the Sub-Sahara Africa	
	Case 5	Opening of water wells and donation of drilling equipment	Turkey	Ethiopia	
	Case 6	SMART School Project	Malaysia	Myanmar, Laos	
	Case 7	Institutional Support in Creating the National Fund for Solidarity (FNS) in Mali	Tunisia	Mali	Luxembourg
	Case 8	Development of Under Cover Vegetable Growing	Turkey	Bosnia and Herzegovina	
	Case 9	Beekeeping Project	Turkey	Macedonia	
	Case 10	Technical Assistance in Olive Production	Argentina	Peru	
	Case 11	South-South Cooperation and Small Enterprises	India	Ethiopia, Kenya, Tanzania	
6.2	Case 12	Support to China-Africa Business Council	China	African countries	UNDP
7.2	Case 1	Taishin Project	Mexico	El-Salvador	Japan
	Case 2	Solid Waste Project: GRIESOL Network	Mexico	Guatemala	Germany
	Case 3	Training and Supporting Haiti's National Police Effort	Mexico	Haiti	France
	Case 4	Triangular Cooperation: work with Japan and Germany; UNFPA and UNAIDS	Brazil		Japan, GTZ, UNFPA, UNAIDS
	Case 5	Zambia Business Coalition on HIV/AIDS	Thailand	Zambia	UNDP
	Case 6	UNICEF Support for South-South Cooperation in Cambodia	/	Cambodia	UNICEF
	Case 7	Attachment Programme for Cambodian Nursing Tutors	Cambodia	Afghanistan	Japan
	Case 8	Sustainability and leverage impact of development technical assistance	Thailand	ASEAN	Japan
	Case 9	Triangle of Hope	Malaysia	Zambia	Japan

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