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United Nations Development Programme

REGIONAL BUREAU FOR LATIN AMERICA AND THE CARIBBEAN - REGIONAL CENTRE
BUREAU FOR DEVELOPMENT POLICY - CAPACITY DEVELOPMENT GROUP

MAPPING MULTILATERAL SUPPORT TO SOUTH-SOUTH
COOPERATION IN LATIN AMERICA AND THE CARIBBEAN:
TOWARDS COLLABORATIVE APPROACHES





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NOVEMBER 2011



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FOREWORD

It is with great satisfaction that the United Nations Development Programme presents this publication, which represents a catalogue of international organizations that support South-South Cooperation in Latin America and the Caribbean.

South-South Cooperation promotes closer technical and economic cooperation among countries by allowing them to share best practices and to diversify and expand their development options and economic links. It is a powerful transversal tool that can be applied in all areas of development, such as poverty, environment, governance, gender and human rights for building new partnerships and creating more democratic and equitable forms of global interdependence and governance.

The SSC mechanisms have never been more relevant for Latin America than they are now. The gradual reshaping of the technical assistance paradigm and the reduction of the North-South aid pattern has reconfigured the essence of technical assistance and cooperation between the developing countries and aid organizations, which is increasingly aimed at more inclusive, effective and efficient collaboration, built on partnership and solidarity. As a result, more and more countries are emerging as the key players in the provision of public goods and knowledge through South-South Cooperation.

Despite the fact that the region has turned out to be relatively resilient to the global financial crisis, the recent reduction of the Official Development Assistance and the gradual withdrawal of the donors from Latin America and the Caribbean (LAC) is taking its toll on our region. In these circumstances it has become particularly important for countries in the region to look for effective and efficient solutions, which are closer to home, are more in tune with the cultural, political and socio-economic realities of the countries and therefore more easily adaptable and exchangeable.

Despite distinctive historical, ethnical and political features that distinguish the LAC countries from each other, there is a number of unifying factors, such as their geographical, cultural and linguistic proximity, historical links and alliances and relative cultural and institutional homogeneity of the most part of the region. These factors help build and strengthen new partnerships, identify customized solutions to individual country needs, lower procurement costs and increase cost efficiency of interventions.

Many Middle Income Countries of the region, such as Argentina, Brazil, Cuba, Colombia, Chile, Ecuador, Mexico, Panama, Peru, Uruguay and Venezuela, have been actively engaging in the SSC processes covering a wide range of areas, including electoral assistance, statistical capacity, humanitarian assistance, emergency response, post-disaster recovery, anti-poverty and other social programmes, security, environment and energy, and infrastructure. Several countries in the region have also been creating and strengthening their International Development Cooperation Agencies (e.g. Brazil, Chile, Colombia, Ecuador, Mexico, and Uruguay).

In this context, the role of international organizations and in particular of UNDP, has been to support and facilitate South-South Cooperation by helping the countries identify potential opportunities, articulate the demand and supply and connecting interested parties in collaborative partnerships for development. UNDP Regional Bureau in LAC has been promoting a continuous development dialogue between countries in the South, with a special emphasis on the Arab States and African regions, and deepening the new corporate partnership framework, following the signature of new agreements between UNDP and other LAC countries, and their strategic implementation.



In order to ensure the effectiveness and efficiency of South-South Cooperation, UNDP RBLAC, in cooperation with other UN agencies present in the region supports the LAC countries in their effort to develop national capacities, stimulate enhanced systems and practices for evaluating policy and programme experiences of Middle income Countries, compiling evidence-based good practices and assessing their possible replication by and adaptation to other countries. UNDP RBLAC places particular emphasis on capacity development of institutional frameworks for South-South Cooperation in LAC, as well as a global network for more efficient and sustainable interventions, including triangular cooperation.

The present publication is the first attempt to compile a catalogue of international organizations that have been supporting the South-South Cooperation in Latin America and the Caribbean. The catalogue offers a broad map of the assistance provided by multilateral organizations to date, describes the thematic areas in which these agencies support the South-South Cooperation, explains funding and implementation modalities and lists the countries benefitting from this support. The publication, intended primarily as a reference tool for institutions and officials concerned with international cooperation, is based on the contributions of the featured agencies as well as on the material compiled through the desk review of available information. We are grateful to all agencies, funds and programmes as well as the Practice Areas of the UNDP Regional Centre for Latin America and the Caribbean that contributed their comments and material for the publication.

UNDP believes this information to be of great utility for our partner governments as it will facilitate the identification of support mechanisms for South-South Cooperation, help planning, coordination and brokering of horizontal partnership agreements and facilitate matching the supply and demand for knowledge and capacities among the offering and recipient countries. This in turn, will further support the exchange of knowledge of capacities, foster political and economic cooperation among the LAC countries and contribute to increased regional autonomy and self-reliance.

A handwritten signature in black ink, appearing to read 'Heraldo Muñoz', is centered on the page.

Heraldo Muñoz

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TABLE OF CONTENTS

1. Introduction	9
2. Support from the UN System	11
Economic Commission of Latin America and the Caribbean (ECLAC)	12
Food and Agriculture Organization (FAO)	13
International Labor Organization (ILO)	14
Pan American Health Organization (PAHO)	16
United Nations Development Program (UNDP)	18
United Nations Education, Scientific and Cultural Organization (UNESCO)	20
United Nations Environmental Programme (UNEP)	21
United Nations Children’s Fund (UNICEF)	23
United Nations Special Unit for South-South Cooperation (SU/SSC)	25
World Food Program (WFP)	26
3. Support from other multilateral organizations	28
Caribbean Development Bank (CDB)	28
Inter-American Development Bank (IADB)	30
Organization of American States (OAS)	31
Secretaría General Iberoamericana (SEGIB)	33
Task Team on South-South Cooperation (TT-SSC)	36
World Bank Group (WBG)	37
4. SSC in the context of regional integration	40
Caribbean Community (CARICOM)	40
Mercado Común del Sur (MERCOSUR)	42
Sistema de la Integración Centroamericana (SICA)	43
Unión de Naciones Sudamericanas (UNASUR)	44
5. The how matters – Towards effective multilateral support	46
How to match demand and supply	46



How to support capacity development of countries providing SSC	47
How to move towards good practices.....	48
How to communicate and collaborate among multilateral platforms	49
6. Recommendations – Next steps for UNDP’s support of SSC.....	51
Annex 1 – A summary table: Multilateral support to SSC in LAC	52
Annex 2 – South-South activities of regional UNDP clusters	55
Annex 3 – South-South activities of UNDP ART REDES (El Salvador and Ecuador).....	61



LIST OF ABBREVIATIONS

AAA	Accra Agenda for Action
ABC	Agência Brasileira de Cooperação (Brazilian Cooperation Agency)
ADET	Latin American Network of Territorial Economic Development Agencies
AECID	Agencia Española de Cooperación Internacional para el Desarrollo (Spanish Development Cooperation Office)
ALBA	Alianza Bolivariana para los Pueblos de Nuestra América (Bolivarian Alliance for the People of Our America)
AMEXCID	Agencia Mexicana de Cooperación Internacional para el Desarrollo (Mexican Agency for International Cooperation for Development)
AMPES	American Region Planning, Programming, Monitoring and Evaluation System
ASPnet	Affiliated Schools Project Network (UNESCO)
BAPA	Buenos Aires Plan of Action
BMZ	Deutsche Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (German Federal Ministry for Economic Cooperation and Development)
BSP	Bali Strategic Plan
CAN	Comunidad Andina (Andean Community)
CARICOM	Caribbean Community
CARIFORUM	Caribbean Forum
CCT	Comité de Coordinación Técnica (Committee for Technical Coordination)
CDB	Caribbean Development Bank
CENTROESTAD	Comisión Centroamericana de Estadística del SICA (Statistical Commission of the Central American Integration System)
CFP	Call for Proposals
CIDA	Canadian International Development Agency
CIDI	Consejo Interamericano para el Desarrollo Integral (Inter-American Congress for Integral Development)
CINTERFOR	Centro Interamericano para el Desarrollo del Conocimiento en la Formación Profesional (Inter-American Centre for Knowledge Development in Vocational Training)
CMS	Clearing House Mechanism
CO	Country Office
CooperaNet	Inter-American Cooperation Network
CoP	Community of Practice
CSME	CARICOM Single Market and Economy
CSU	Country Support Unit
CT/INTRA	Programa de Cooperación Técnica Intrarregional
CTCS	Caribbean Technological Consultancy Services
DAC	Development Assistance Committee
ECLAC	Economic Commission for Latin America and the Caribbean
ECOSOC	Economic and Social Council of the United Nations
FAO	Food and Agricultural Organization of the United Nations
FEMCIDI	Fondo Especial Multilateral del CIDI (Special Multilateral Fund of the CIDI)
FOCEM	Fondo para la Convergencia Estructural del MERCOSUR (Structural Convergence Fund of MERCOSUR)
G20	Group of Twenty Finance Ministers and Central Bank Governors
G77	Group of Seventy-Seven
GA	General Assembly of the United Nations
GDLN	Global Development Learning Network
GEF	Global Environment Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation)
GMC	Grupo Mercado Común (Common Market Group)
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HLC	High-Level Committee
HLE	High-Level Event
HLF	High-Level Forum
IADB	Inter-American Development Bank
IBERGOP	Programa Escuela Iberoamericana de Gobierno y Políticas Públicas (Ibero-America School of Government and Public Policy Program)



ICT4D	Information and Communication Technologies for Development
IIRSA	Iniciativa para la Integración de la Infraestructura Regional Suramericana (Initiative for the Integration of Regional Infrastructure in South America)
ILO	International Labor Organization
ILPES	Latin American and Caribbean Institute for Economic and Social Planning
INCAP	Institute of Nutrition of Central America and Panama
ISDR	International Strategy for Disaster Reduction (United Nations)
ISTIC	International Science, Technology and Innovation Center for South-South Cooperation
LAC	Latin America and the Caribbean
LLECE	Latin-American Laboratory for Assessing Quality of Education
MAB	Man and the Biosphere Programme
MDGs	Millennium Development Goals
MERCOSUR	Mercado Común del Sur (Common Market of the South)
NGO	Non-governmental Organization
NPA	New Programming Approaches
OAS	Organization of American States
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
ORPIP	Observatorio Regional Permanente sobre Integración Productiva en el MERCOSUR (Permanent Regional Observatory for Productive Integration in MERCOSUR)
PAHO	Pan-American Health Organization
PGTF	Perez-Guerrero Trust Fund
PIP	Programa de Integración Productiva (Productive Integration Program)
PUICA	Programa de Universalización de la Identidad Civil en las Américas (Civil Identity Program in the Americas)
RBLAC	Regional Bureau for Latin America and the Caribbean
RBM	Results-Based Management
RIAL	Red Interamericana para la Administración Laboral (Inter-American Labor Administration Network)
RPG	Regional Public Goods
RSC-LAC	Regional Service Centre for Latin America and the Caribbean
SEDI	Secretaría Ejecutiva para el Desarrollo Integral (Executive Secretariat for Integral Development)
SEGIB	Secretaría General Iberoamericana (General Secretariat of Ibero-America)
SELA	Latin American Economic System
SICA	Sistema de la Integración Centroamericana (Central American Integration System)
SIDA	Swedish International Development Agency
SISVAN	Sistema de Vigilancia en Alimentación y Nutricional (Food and Nutritional Surveillance System)
SPF	Social Protection Floor
SPFS	Special Program for Food Security
SSC	South-South Cooperation
SU/SSC	Special Unit for South-South Cooperation
TASU	Technical Action Services Unit
TCC	Technical Cooperation among Countries
TCDC	Technical Cooperation among Developing Countries
TT-SSC	Task Team for South-South Cooperation
TTLs	Task Team Leads
UN	United Nations
UNASUR	Unión de Naciones Sudamericanas (Union of South American Nations)
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Program
UNESCO	United Nations Education, Scientific, and Cultural Organization
UNHCHR	United Nations High Commissioner Office on Human Rights
UNICEF	United Nations Children's Fund
UNS	United Nations System
WBG	World Bank Group
WB	World Bank
WBI	World Bank Institute
WFP	World Food Program
WHO	World Health Organization
WP-EFF	Working Party on Aid Effectiveness



1. INTRODUCTION

In a multi-polar world, South-South cooperation (SSC), and in particular knowledge exchange among developing countries, has become an opportunity for global and regional development agendas. Many multilateral organizations and regional processes are already investing in supporting low- and middle-income countries around the world to connect to and learn from each other. For middle-income countries, SSC is of particular value for exchange of models and capacities in face of common development objectives, such as the Millennium Development Goals (MDG), and challenges, such as social inequality.

SSC is drawing on a long-standing tradition outlined in the 1978 Buenos Aires Plan of Action, groundbreaking resolutions of the UN General Assembly around South-South cooperation, and biennial reports of the UN High-Level Committee on South-South cooperation to the UN Secretary General. Embedding and supporting the South-South dynamics through the UN development system, almost universally present specialized programs, funds and specialized agencies, remains a high priority, expressed again in the General Assembly resolution 62/209 and the 2009 Nairobi Conference Outcome Document. Furthermore, recent global policy statements such as the 2008 Accra Agenda for Action, the 2010 Bogotá Statement and the 2010 Seoul Development Consensus of the G20 reflect the increasing energy and expectations of all stakeholders behind South-South cooperation. The strategic framework is quickly evolving for all peers involved in horizontal partnerships as a preferred model for collaboration among countries of the developing world.

In this broader policy context, the role of multilateral support is seen as an important tool for scaling up, that is, for making full-fledged, efficient, demand-driven and sustainable use of South-South cooperation. There is a common understanding that multilateral organizations are particularly well positioned to offer mechanisms, which, on the one hand, complement the often limited financial and institutional resources of their member or client countries. On the other side, as connectors between demand and supply of knowledge and expertise of both governments and non-governmental actors, multilateral organizations can also help generate good practices and facilitate learning on what works and what does not work.

With regionalism being a historic pillar for its development, Latin America and the Caribbean (LAC) host a large group of regional and sub-regional multilateral organizations and platforms that facilitate dialogue, learning, consensus-building and technical support for exchanges. Over the past decades, the multilateral family has grown, and today, most organizations and platforms are investing efforts in enabling knowledge sharing as a key strategy for ensuring sustainable development. While the increasing diversity is a welcome contribution to strengthening national capacities, there is also a need for more and better-quality information of the support options available to the countries, which ultimately should lead to better coordination based on the added value and comparative advantages of each multilateral institution.

Responding to these needs, the following pages map relevant multilateral efforts for supporting South-South cooperation and, in particular, South-South knowledge exchange in Latin America and the Caribbean. The mapping exercise intends to contribute to a better understanding of multilateral support by countries and multilateral organizations themselves, so that actors can take full advantage of the many existing opportunities. In the context of the United Nations System, the publication aims to inform the discussions and decision-making process of the regional inter-agency group on SSC, launched in October 2010, as well as the preparations of the UN South-South Expo to be held in Panama in September 2011. Overall, as the first comprehensive overview on multilateral engagement in SSC at the regional



level, the following pages also contribute to reflecting how rich and encouraging country-led SSC is in today's world, where LAC can certainly offer inspiring experiences and models at the multilateral level.

Methodologically, this publication maps and summarizes the efforts by 20 organizations and platforms in supporting knowledge sharing as a specific modality of South-South cooperation (see boxes for definitions).

Defining...

South-South cooperation: Can be loosely defined as an exchange of resources and expertise between governments, organizations and individuals in developing countries. Today, more and more developing countries are helping each other with knowledge, technical assistance, and/or investments. This call is interested particularly in technical cooperation between Southern partners, involving support through technical assistance, capacity building, transfer of knowledge and technology, etc.

The exercise has relied only occasionally on inputs by the UN agencies attached to the regional inter-agency group hosted at UNDP. Mostly it has drawn on easily accessible data (for example, on web sites), and since much of the relevant information is not publicly available, the mapping remains to be work in progress. Therefore, it should be seen as a first, yet incomplete step towards a comprehensive overview of the manifold ex-

pressions of multilateral involvement in knowledge sharing. In annex 1, you will also find a table summarizing the sector and country work of the 20 examples included in this sample, which, together with a closer look into the qualitative aspects of multilateral support from the perspectives of the countries, could become a tool for deepening the analysis and learning process in the future.

The following pages will first explain the commitments and activities of three main groups of multilateral actors engaged in SSC: The agencies of the United Nations System, other global and regional multilateral organizations, and regional integration processes, which all have specific roles to play in facilitating and supporting South-South knowledge sharing. Secondly, a summarized analysis will explore the opportunities for effective coordination, based on qualitative aspects of multilateral support such as match-making between demand and supply, capacity development, knowledge management, and enhanced communication and collaboration. Finally, a series of recommendations will indicate some of the possible ways to move toward pragmatic and feasible multilateral collaborative approaches.

Defining...

South-South knowledge exchange/knowledge sharing constitutes a modality within the broad range of South-South cooperation, which entails the sharing of development models and solutions, which have been proven in one or several countries, and might be transferred and adapted in other/s. It implies that both the providing and the receiving partner/s learn from each other, building thereby a horizontal partnership, which goes beyond the donor-recipient logic.



2. SUPPORT FROM THE UN SYSTEM

With South-South cooperation deeply rooted in the multilateral actions of the developing countries and in particular the non-alignment movement and the G77, it is not surprising that the United Nations System (UNS) plays a fundamental role in promoting exchanges and partnerships in the global South.

Following historic mandates outlined in the 1978 Buenos Aires Plan of Action and the ensuing Technical Cooperation among Developing Countries (TCDC) initiative,¹ most UN agencies have to some extent been involved in South-South knowledge exchange and learning over the past decades. Created in 1978 under the umbrella of the United Nations Development Program (UNDP), the Special Unit on South-South Cooperation has been charged with the political leadership and coordination of the South-South and triangular cooperation UN system-wide. This strong basis has been subsequently backed by further high-level policy directives and resolutions of the General Assembly.

The Panama-based Regional Office of the High Commissioner Office on Human Rights (UNHCHR) facilitates exchange activities as a tool for capacity development of national public and civil society organizations working on human rights, gender equality and UN country office. In particular, the national Ombudsman Offices (Defensores de Pueblo) are involved in UNHCHR-facilitated workshops looking into decision-making processes and the preparation of national reports for the UN Human Rights Council.

In the meantime, specialized agencies, such as the International Labor Organization (ILO), UNDP and the United Nations Environment Program (UNEP), have set up operational models to respond to developing countries' demand for brokering, facilitating and funding South-South exchanges. In addition to the global agencies, Latin America and the Caribbean also benefits from the support of regional UN affiliate organizations, such as the Pan-American Health Organization (PAHO) and the Economic Council for Latin America and the Caribbean (ECLAC).

The Regional Unit for the Americas of the UN International Strategy for Disaster Reduction (ISDR) provides a privileged space for knowledge exchange and mutual learning on good practices around disaster risk reduction and climate change adaptation. A regional platform has been launched and hemispheric meetings are taking place with experts and practitioners. The last meeting was held in Santa Marta, Colombia, in April 2010. A good practice catalogue will be published soon on line at <http://www.eird.org>.

While the different agencies address specific sectors and themes, the South-South engagement of the UNS still needs to develop concrete ways of avoiding duplicated efforts. Room for complementarity exists not only in terms of contents, but also in relation to knowledge management and capacity development (see also section 5).

The following pages summarize the strategic and technical work of ten UN agencies in supporting South-South cooperation in Latin America and the Caribbean. In addition, the two boxes included in this page give a quick overview of more punctual engagements by UN agencies. While necessarily incomplete, this overview aims to cover the most relevant experiences to date by drawing on information publicly available and/or directly shared by the organizations.

¹ "SS Policy," UNDP. <http://ssc.undp.org/ss-policy/>



Economic Commission of Latin America and the Caribbean (ECLAC)

Rationale for supporting SSC

The Economic Commission of Latin America and the Caribbean's (ECLAC) legislative mandate to support SSC arises from resolutions adopted following the establishment of the Latin American Economic System (SELA) in 1975, the adoption of the Buenos Aires Plan of Action in 1978 and the creation of the Committee on Cooperation among Developing Countries and Regions, which would become the Committee on South-South Cooperation, as the principal policy-making body of ECLAC in such matters.² Moreover, ECLAC takes direction from annual meetings of the focal points for South-South cooperation in the region, which fall under the Latin American Economic System (SELA). Due to the annual nature of these meetings, they have become a prominent forum for the exchange of information, experiences, and views on South-South activities.

Countries benefitting from support

Those ECLAC projects, which incorporate SSC, target countries throughout Latin America and the Caribbean.³ Notably, ECLAC's role tends to be one of connecting funding with regional organizations and networks, such as funding for the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) to hold seminars, workshops, and other South-South activities. However, the Commission also manages projects that bring countries together, including a project with the Swedish International Development Agency (SIDA) that brought Argentina, Brazil, Chile, Colombia, and Mexico together to share experiences in environmental management.

Thematic Areas/sectors covered by ECLAC

The South-South cooperation projects the ECLAC supports cover a wide variety of thematic areas and sectors, including: macroeconomic policy, state modernization, information society, sustainable management, social and environmental statistics, environmental sustainability, environmental management, empowerment of disadvantaged groups, and institutional networking.⁴

Implementation Cycle Management, Modalities, Methodologies

In terms of implementation and modalities, ECLAC engages in SSC through conducting comparative studies, fostering the exchange of experiences, designing best practices and new methodologies through seminars and training workshops, and establishing and expanding formal and informal networks of experts and government representatives to facilitate sustainable, long-term knowledge and experience exchange.⁵ Moreover, ECLAC has a Regulatory Framework for SSC, which provides for the use of the ECLAC website to disseminate South-South projects and activities and for the augmentation of the formulation and execution of South-South technical cooperation projects.⁶ Each project utilizes different modalities and implementation cycles

2 "Regulatory Framework for South-South Cooperation." ECLAC. http://www.eclac.org/cooperacion/noticias/paginas/4/25934/south_south_regulatoryframework.pdf

3 "Projects with South-South Cooperation Components." ECLAC. http://www.eclac.org/cooperacion/noticias/paginas/4/25934/south_south_projects.pdf

4 Ibid

5 "Projects and Activities Related to the South-South Cooperation." ECLAC. <http://www.eclac.org/cgi-bin/getProd.asp?xml=/cooperacion/noticias/paginas/4/25934/P25934.xml&xsl=/cooperacion/tpl/p18f.xsl&base=/cooperacion/tpl-i/top-bottom.xsl>

6 "Regulatory Framework for South-South Cooperation." ECLAC. http://www.eclac.org/cooperacion/noticias/paginas/4/25934/south_south_regulatoryframework.pdf



within this framework. For example, several projects, including projects focusing on topics ranging from a macroeconomic dialogue network to social sector innovations, have utilized presentations and forums to exchange experiences, while other projects, including projects on environmental management or social and environmental statistics, have focused on leveraging knowledge in Latin American and Caribbean countries to train experts and build capacities in other countries within the region.⁷

Funding

The SSC activities carried out by ECLAC have been financed both from its regular budget and with extra-budgetary resources obtained through negotiating agreements with bilateral and multilateral donors for the execution of cooperation programs and specific projects. These negotiations are particularly important for SSC, as most of ECLAC's SSC activities are financed with extra-budgetary resources.⁸ Additionally, ECLAC has linked funding from traditional and multilateral donors with projects that focus on South-South exchanges.⁹

Future prospects for supporting SSC in LAC

SSC is thoroughly ingrained in ECLAC, and support will likely continue in the same form as it has. As an economic commission of the Economic and Social Council of the UN, moreover, the Commission will continue to support the United Nations in its commitment to South-South cooperation.

Food and Agriculture Organization (FAO)

Rationale for supporting SSC

As a specialized agency of the United Nations, the Food and Agriculture Organization of the United Nations (FAO) derives its mission for supporting South-South cooperation from the same general documents, including the BAPA of 1978. More specifically, FAO looks to integrate South-South modalities into its Special Programme for Food Security (SPFS) in order to tap into the resources of Southern experts, capable of transferring essential knowledge to Southern counterparts.¹⁰ FAO sees its role as ensuring the adequate transfer of know-how and practical training for the host country counterparts and maximize impact by fielding more experts for longer durations. In practice, FAO organizes special SSC agreements so that experts and technicians in the developing world can work with farmers in other developing countries to improve the lives of small-scale farmers in the developing world. This type of agreement was initiated in 1996.¹¹

Countries benefitting from support

Beneficiaries of SSC agreements organized by FAO include Guatemala, Caribbean Islands, and Haiti, while Cuba and Chile are among the countries providing cooperation through FAO's SSC initiative.¹²

7 "Projects with South-South Cooperation Components." ECLAC. http://www.eclac.org/cooperacion/noticias/paginas/4/25934/south_south_projects.pdf

8 "Regulatory Framework for South-South Cooperation." ECLAC. http://www.eclac.org/cooperacion/noticias/paginas/4/25934/south_south_regulatoryframework.pdf

9 "Projects with South-South Cooperation Components." ECLAC. http://www.eclac.org/cooperacion/noticias/paginas/4/25934/south_south_projects.pdf

10 "FAO Representation." FAO. <http://coin.fao.org/cms/world/china/SSC.html>

11 "South-South Cooperation." FAO. <http://www.fao.org/spfs/south-south-spfs/ssc-spfs/en/>

12 Ibid.



Thematic areas/sectors covered by FAO

FAO's commitment with SSC is focused on agriculture and food security, which is the hallmark of FAO. Specific aspects for South-South projects include a variety of sub-fields, but the work remains mainly in technical co-operation, rather than policy.¹³

Implementation Cycle Management, Modalities, Methodologies

For its SSC program, FAO has a specific implementation cycle methodology.¹⁴ First, either a host or provider country presents an official request to FAO. FAO then confirms the participation of the countries and contacts possible donors willing to financially or materially assist. A team from FAO moves to draft a SSC agreement among the cooperating governments and FAO. From here, the agreement goes to the partnering governments to be signed before FAO representatives endorse the final document with the cooperating parties in FAO headquarters. Under normal circumstances, these agreements are among the three parties aforementioned. However, in some cases there is a fourth party donor willing to supply monetary assistance. The actual implementation involves experts living in a foreign country, contributing relevant knowledge on a daily basis.¹⁵

Funding

Funding is on a case-by-case basis, but examples indicate funding from DAC members and FAO itself supplement cooperating party funding.

Future prospects for supporting SSC in LAC

The program has been operating since 1996, and can be expected to scale up over the next years.¹⁶

International Labor Organization (ILO)

Rationale for supporting SSC

At the Third Global South-South Development Expo, which it hosted at its Geneva headquarters in November of 2010, the International Labor Organization (ILO) reconfirmed its commitment to SSC projects.¹⁷ As part of the United Nations system, the ILO also takes note of the historical agreements of the UN. However, the Organization by itself has a long history of engaging in some form of SSC dating back almost fifty years, culminating lately in projects such as assisting Brazil in its cooperation with Ecuador, Paraguay, Bolivia, East Timor and Lusophone countries in Africa, dealing with social protection issues, child labor, skills development, among other issues.¹⁸

Countries benefitting from support

Generally speaking, beneficiaries include countries throughout Latin America and the Caribbean. Additionally, institutions in nearly every country of the region participate in regional networking through ILO/CINTER-

13 "FAO Representation." FAO. <http://coin.fao.org/cms/world/china/SSC.html>

14 "How South-South Cooperation Works." FAO. <http://www.fao.org/spfs/south-south-spfs/how-work-ssc/en/>

15 "Viet Nam Sending Experts to Help Improve Food Security in Mali." FAO. <http://www.fao.org/newsroom/en/news/2005/1000168/index.html>

16 "South-South Cooperation." FAO. <http://www.fao.org/spfs/south-south-spfs/ssc-spfs/en/>

17 "III Global South-South Development Expo of the United Nations 22-26 November 2010, ILO, Geneva: ILO Report." ILO. <http://www.ilo.org/public/english/bureau/pardev/download/southsouth/gssd-2010-ilo-report.pdf>

18 "South-South Cooperation." ILO. <http://www.ilo.org/public/english/bureau/pardev/development/mobilization/southsouth.htm>



FOR, and the Organization focuses on broad-based platforms that reach out to a wide audience.¹⁹ In particular, Brazil has been a particularly proactive provider in South-South partnerships through the ILO.²⁰

Thematic areas/sectors covered by ILO

ILO Member States are committed to the implementation of the Decent Work Hemispheric Agenda (2006-2015), which has set common goals and policy measures to promote employment, social protection, international labor standards and social dialogue. The Hemispheric Agenda constitutes the rationale for ILO's SSC in Latin America and the Caribbean. Specific areas of interest for South-South Operations in the region are social security, child labor, conditional cash transfer programs, and social dialogue, including the strengthening of trade unions and employers' organizations. The ILO is also committed to supporting the labor-related policies and institutions in regional integration processes, such as MERCOSUR, the Andean Community, CARICOM and the Central America Integration System.

Implementation Cycle Management, Modalities, Methodologies

One of the ILO's longstanding efforts toward South-South knowledge exchange in Latin America and the Caribbean is the Inter-American Centre for Knowledge Development in Vocational Training (ILO/CINTERFOR), which dates from the Seventh Conference of American ILO Member States, held in Buenos Aires in 1961.²¹ ILO/CINTERFOR is a network of national institutions that –through SSC- promotes skills development policies and organizations. It maintains a virtual platform where over 12,000 educational resources can be accessed, including manuals, publications, curricula, competency standards and good practices. This platform contains also a database of experts on vocational training and several communities of practice.²²

In addition, the ILO is highly involved with the Social Protection Floor initiative, which aims to ensure basic rights and welfare, even in strenuous economic times.²³ In 2010, the ILO, which is leading the Social Protection Floor initiative in conjunction with the SU/SSC, conducted South-South dialogue and a seminar.²⁴ Moreover, the modalities for this project range from extensive meetings to information dissemination, training to policy dialogue.²⁵ The ILO also recently arranged a triangular cooperation agreement between the United States, Brazil and Haiti to help combat child labor.²⁶ Through this and other aspects of ILO's Decent Work agenda, including agreements with Brazil supporting green jobs in the region, ILO is promoting South-South cooperation in Latin America and the Caribbean.

19 "ILO/Cinterfor's Member Institutions Network." CINTERFOR. <http://www.cinterfor.org.uy/public/english/region/ampro/cinterfor/ifp/index.htm>

20 "South-South in Action: Spring 2010." ILO. http://www.ilo.org/public/english/bureau/pardev/download/southsouth/south2_spring2010.pdf

21 "Origins and History." CINTERFOR. <http://www.cinterfor.org.uy/public/english/region/ampro/cinterfor/about/origins.htm>

22 "Strategic Plan for the Future Action of ILO/Cinterfor." CINTERFOR. http://www.cinterfor.org.uy/public/english/region/ampro/cinterfor/about/est_plan/st_plan.pdf

23 "South-South dialogue on the Social Protection Floor Initiative." ILO/UNICEF. http://www.unicef.org/socialpolicy/files/South_South_Dialogue_on_the_Social_Protection_Floor_Initiative.ppt

24 "Overview of ILO's SPF activities in 2010." ILO. <http://www.ilo.org/gimi/gess/RessFileDownload.do?ressourceId=19624>

25 "Social Protection Floor Advisory Group UNCEB Joint Crisis Initiative on the Social Protection Floor Initiative (SPF-I): Progress Report, 20 July." ILO. <http://www.ilo.org/public/english/protection/spfag/download/background/progressreport.pdf>

26 "Brazil, U.S. and ILO to expand fight against child labour in post-earthquake Haiti - first ILO North-South-South 'triangular agreement.'" ILO. http://www.ilo.org/global/about-the-ilo/press-and-media-centre/press-releases/WCMS_141747/lang--en/index.htm



Funding

ILO/ CINTERFOR is primarily funded through contributions from its members, the ILO's Regular Budget and the government of Uruguay. It also implements technical cooperation projects funded by DAC donors.²⁷ The SPF Initiative is funded through a variety of channels, mainly DAC donors and international organizations.²⁸

Future prospects for supporting SSC in LAC

Based on the long-standing commitment of ILO with knowledge exchange, South-South activities are very likely to become further ingrained in the activities of ILO.²⁹

Pan American Health Organization (PAHO)

Rationale for supporting SSC

Since the early 1980s, the Pan American Health Organization (PAHO) has focused on Technical Cooperation among Countries projects (TCC) which refers to the execution and management of activities and development projects among countries of Latin America and the Caribbean.³⁰ In 2003, the PAHO Director reinforced the importance of TCC in the Strategic Plan as a key objective. The mandate follows the 1978 BAPA, the 1998 UNDP definition of Technical Cooperation among Developing Countries (TCDC), and the recommendations of the UN High Level Committee on SSC. According to PAHO's Manual on TCC, PAHO supports technical cooperation among countries in order to help share experiences and technical capacities in the health sector, involving both countries' own resources and, when necessary, external assistance and financial support.³¹ The mechanism was established as an instrument to implement PAHO's strategy to accelerate health development by taking advantage of the existing capacities and potential in the Latin American and Caribbean countries, fostering knowledge sharing and networking collaborations. It is guided by the principles of cooperation contained in the Buenos Aires Plan of Action: Strengthening solidarity, Respect for national sovereignty, Ownership, Independence/equality, Non-interference/Non-conditionality. The process is demand-driven, within the framework of the biennial plans of technical cooperation defined between PAHO and each country.

Countries benefitting from support

PAHO's program for TCC currently involves all PAHO's member states, which include Latin American and Caribbean countries, United States and Canada.³²

27 "Strategic Plan for the Future Action of ILO/Cinterfor." CINTERFOR. http://www.cinterfor.org.uy/public/english/region/ampro/cinterfor/about/est_plan/st_plan.pdf

28 "Social Protection Floor Advisory Group UNCEB Joint Crisis Initiative on the Social Protection Floor Initiative (SPF-I): Progress Report, 20 July." ILO. <http://www.ilo.org/public/english/protection/spfag/download/background/progressreport.pdf>

29 Ibid.

30 "Questionnaire on 'South-South and triangular cooperation'" for the United Nations and related organizations. Completed by PAHO December 2010.

31 "Manual for the Elaboration of Projects of Technical Cooperation among Countries (TCC)." PAHO. August 2005. <http://www.paho.org/english/d/csu/ManualTCC.pdf>

32 "Questionnaire on 'South-South and triangular cooperation'" for the United Nations and related organizations. Completed by PAHO December 2010.



Thematic areas/sectors covered by PAHO

In line with the larger focus of PAHO, the organization's South-South support deals with the health sector, specifically: 1) Health and sustainable development; 2) Nutrition and food security; 3) Health information and technology; 4) Essential drugs, and Clinical technology and blood safety; 5) Health systems and access to health services; 6) Disease control and risk management; 7) Family and Community Health; 8) Mental health and substance abuse, 9) Immunization and vaccine development, and 10) AIDS and sexually transmitted diseases..³³

Implementation cycle management, modalities, and methodologies

PAHO has a "Manual for the Elaboration of Projects of Technical Cooperation among Countries (TCC)," which gives extensive insight into every stage of implementation.³⁴ The Manual is based on the PAHO/WHO Logical Framework for Project Management. The process starts with the identification of a project idea emanating from a country need in the relevant area. The project design must carefully define the problem, the target population, the method of implementation, and the intended effectiveness. Moreover, it needs to be coherent with national interests. PAHO requires political support from Ministries of Health or national authorities in charge of health programs in order to proceed. Furthermore, the roles of each actor in the TCC project must then be clearly delineated. At this stage, PAHO country offices (COs) provide information about other institutions, technical support, information on the availability of funds, negotiation facilitation, and information, background, or methodology for the drafting of a proposal. PAHO COs will take the lead on establishing coordination mechanisms and ensure that the project meets all requirements.

Among the main modalities, the TCC scheme promotes training internships for technical cooperation; interchange of experiences on methods, techniques, or models; joint research projects; participation in events; and communication and information sharing. The COs must present mid-term and final evaluations, the final evaluations including the participation of the institutions responsible for the project.³⁵

As an example of TCC in practice, PAHO has helped coordinate with the Institute of Nutrition of Central America and Panama (INCAP) the process of collecting, analyzing, and disseminating information regarding nutritional status, as well as training human resources in Mexico in Health and Nutrition and the design and implementation of systems of food and nutrition surveillance (SISVAN) at the local, sectoral, and national levels.³⁶

In Central America, PAHO's participation and its support to a project funded by the Global Fund for prevention and control of HIV/AIDS in migrant population was key, both in terms of development of the project and implementation of activities such as training, building partnerships, advising and liaising with the sub regional integration entity of COMISCA.

In the Chaco Sudamericano (Argentina, Bolivia y Paraguay), PAHO TCC has enabled the empowerment of local authorities in three vulnerable communities (Laguna Blanca, Formosa, Argentina; Cuarenda, Charagua, Santa Cruz de la Sierra, Bolivia and Macharety, Laguna Negra, Boquerón, Paraguay). In all cases, needs assessments

33 Ibid

34 "Manual for the Elaboration of Projects of Technical Cooperation among Countries (TCC)." PAHO. August 2005. <http://www.paho.org/english/d/csu/ManualTCC.pdf>

35 For the specific forms, see the annexes of the manual: <http://www.paho.org/english/d/csu/ManualTCC.pdf>

36 "PAHO – Vigilando la seguridad alimentaria y nutricional." The South-South Opportunity. http://www.impactalliance.org/ev_en.php?ID=49413_201&lD2=DO_TOPIC



were carried out and specific interventions were made in the following areas: water quality and supply; surveillance of priority diseases (parasites, chagas, vector control, zoonosis); farming, health promotion, among others.

Funding

Funds for SSC/TCC are allocated from Variable Funds, the sum of each Country Variable Allocation, which constitute up to 5% of country allocations from PAHO.³⁷ As of September 2010, there was more than 493,000 USD programmed.³⁸ Last biennial period, 2008-2009, a total of 2.5 million USD was programmed, but this includes solely TCC activities. There are also experiences with triangulation and SSC activities embedded in the subregional integration programs (CARICOM, SICA, MERCOSUR and Andean Community), with specific and separated budgets.

Future prospects for supporting SSC in LAC

PAHO sees South-South exchanges as viable and important within the realm of international development. Subsequently, the organization plans to strengthen and expand SSC in the future, building on current projects and success.

United Nations Development Program (UNDP)

Note: This chapter covers UNDP's South-South portfolio in LAC, managed through the Regional Bureau for Latin America and the Caribbean, the Regional Service Centre for Latin America and the Caribbean, and the Country Offices of Latin America and the Caribbean (UNDP RBLAC, RSC-LAC, and LAC COs)

Rationale for supporting SSC

Historically, UNDP's SSC policies date back to the 1978 Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries (BAPA) which calls upon the UN family to act as "promoters and catalysts of Technical Cooperation among Developing Countries (TCDC)."³⁹ This approach has been updated recently with the 2009 Nairobi Outcome Document aiming to "reinvigorate the United Nations development system in supporting and promoting South-South cooperation," specifically through mainstreaming support to SSC in all agencies and programs.⁴⁰ Furthermore, the 2008 Accra Agenda for Action and the 2010 Bogota Statement constitute the reference for UNDP's engagement in linking SSC, capacity development, and aid effectiveness. At the strategic and operational level, the current UNDP rationale for SSC derives from the Fourth Cooperation Framework for South-South Cooperation, which emphasizes SSC as a means to enhance cooperation, progress toward the MDG, build national capacities, and entrust country ownership.⁴¹ Moreover, SSC permeates nearly every sector and is intended to influence every program, as noted in the BAPA and subsequent performance reports and guidelines.⁴²

37 "Update on the Implementation of the Regional Program Budget Policy." PAHO. <http://www.paho.org/english/gov/ce/ce142-08-e.pdf>

38 "Questionnaire on 'South-South and triangular cooperation'" for the United Nations and related organizations. Completed by PAHO December 2010.

39 "About Us." SU/SSC. <http://ssc.undp.org/about-us/>

40 For more on the Nairobi Outcome Document: <http://southsouthconference.org/>

41 The Fourth Framework (in 2008 draft form) can be found here: http://ssc.undp.org/uploads/media/SSC_CF4.pdf. Moreover, the critique of the Third Framework with recommendations for the Fourth Framework can be found here: http://www.undp.org/evaluation/documents/thematic/ssc/chapter/chapter4_conclusion.pdf

42 "Promotion of South-South Cooperation for Development: a thirty-year perspective." UNDP.



Countries benefitting from support

Through a variety of channels, UNDP works to benefit every country in Latin America and the Caribbean with its support to South-South activities, including supporting conferences that draw in actors from across the region and projects that help connect the majority of the countries in the region.⁴³ Ecuador, Haiti, Nicaragua, Peru, and El Salvador are just a few of the many beneficiaries of UNDP support to SSC in the region.

Thematic areas/sectors covered by UNDP RBLAC and RSC-LAC

Within UNDP, SSC is mainstreamed throughout all sectors. Main thematic sectors include climate change, HIV/AIDS, gender, knowledge management, democratic governance, energy and environment, economic growth, and crisis prevention and recovery.

Implementation Cycle Management, Modalities, Methodologies

Through its Panama-based Regional Service Center and its country offices, UNDP promotes SSC across thematic areas through a variety of means, including: Communities of Practice (CoPs); study tours; regional meetings; high level visits; publications; training events; technical cooperation through missions and matching of technologies; capacity building for national policy makers; program design and implementation through UNCTs; and support of and participation in think tanks.⁴⁴ The Regional Bureau also support the implementation of the Regional Program for SSC which in 2010 included the coordination of exchange activities (see below), as well as support to the Bogota High-Level Event on SSC and Capacity Development in March 2010 and the recent edition of the South-South in Action magazine with contributions from regional governments and institutions. In particular, the capacity development agenda has grown consistently around SSC activities, including a Central American network for Investment Promotion Agencies, a regional community of practice on SSC and a regional inter-agency group on SSC, which will prepare the next SSC Expo in Panama City in September 2011.

As direct channels to actors and practitioners in the region, UNDP's thematic clusters with the support of the Knowledge Management Unit cover a very diverse set of experiences and tools for sharing knowledge. Examples include regional exchanges around finance for climate change held in Rio de Janeiro and Santo Domingo, knowledge fairs in Central America and Colombia about citizen security and peace and conflict resolution, shared knowledge around comprehensive HIV/AIDS strategies in Ecuador and Peru, and regional exchanges on capacity development for evaluation in Dominican Republic (for more details, see annex 2). Engaging with a wide set of actors, the Articulating Territorial and Thematic Networks for Human Development (ART) in the region are proactive partners of regional and local governments, the private sector, universities, NGOs and the civil society. Examples include the Ecuador and El Salvador ART programs, which have enabled the establishment of the Latin American network of territorial economic development agencies (ADET) and are promoting the cooperation between local governments in Brazil and Colombia around development and integration in Southern Brazil (for more details, see annex 3).

Funding

Funding for South-South cooperation projects within UNDP mainly pulls from similar resources as many traditional projects, incorporating UNDP's budget for programs, cost recovery, and traditional donors.

43 Aggregated from the PGTF, UNDP projects, and related information.

44 Aggregated from: http://www.undp.org/evaluation/documents/thematic/ssc/chapter/executive_summary.pdf, <http://www.undp.org/evaluation/documents/thematic/ssc/chapter/chapter1-introduction.pdf>, <http://www.undp.org/evaluation/documents/thematic/ssc/chapter/chapter2-undp-ssc.pdf>, <http://www.undp.org/evaluation/documents/thematic/ssc/chapter/chapter3-keyfinding.pdf>, and http://www.undp.org/evaluation/documents/thematic/ssc/chapter/chapter4_conclusion.pdf



Future prospects for supporting SSC in LAC

SSC is thoroughly ingrained in UNDP's agenda, and with growing demand from developing countries, it can be expected that SSC will become an ever more important pillar for UNDP's programs.

United Nations Education, Scientific and Cultural Organization (UNESCO)

Rationale for supporting SSC

As part of the UN system, the United Nations Education, Scientific and Cultural Organization (UNESCO) also draws on the BAPA and other UN documents as a policy basis for supporting South-South activities. Moreover, UNESCO's medium-term strategy establishes SSC as an integral part of its work.⁴⁵ The strategy discusses utilizes SSC and triangular cooperation as important modalities for knowledge exchange, which need to be incorporated into every objective. UNESCO describes South-South cooperation as part of a broader global partnership for development, specifically as a resource for countries to share experiences and cooperate on issues of common concern.

Countries benefitting from support

Every member of UNESCO in the region can be a beneficiary, particularly considering the efforts to streamline South-South activities in all of UNESCO's work. Moreover, examples of past beneficiaries and planned beneficiaries include Brazil, Bolivia, Cuba, Mexico, Peru, and the 31 countries in which UNESCO has Affiliated Schools.

Thematic areas/sectors covered by UNESCO

UNESCO SSC projects lie within the thematic areas of education, scientific knowledge, and cultural affairs, incorporating South-South activities throughout UNESCO's fields of competence.⁴⁶ Specific areas notable in the region include scientific knowledge sharing on environmental protection, education, and cultural forums.

Implementation Cycle Management, Modalities, Methodologies

UNESCO implements SSC in a variety of ways, including the UNESCO South-South Program/Fund for Education, which promotes education through various means.⁴⁷ In Latin America and the Caribbean, the program focuses on disaster preparedness in schools, utilizing the UNESCO Affiliated Schools Project Network (ASPnet). Working through UNESCO affiliates, the program aims to develop best practices and disseminate lessons learned for the benefit of the other countries participating in the program.

Additionally, UNESCO heavily incorporates SSC into the Man and the Biosphere (MAB) program.⁴⁸ Launched in 1971, the South-South Cooperation Program on Environmentally Sound Socio-Economic Development in the Humid Tropics involves Brazil, Bolivia, Cuba, Mexico, and Peru. Reserves joining the SSC Program must give detailed information on size, use, and contents of reserves. From this information, the Program functions as a

45 "Medium-Term Strategy 2008-2013." UNESCO. <http://unesdoc.unesco.org/images/0014/001499/149999e.pdf>

46 Ibid.

47 "Innovative Institutional Arrangement: The example of the UNESCO South-South Cooperation Programme/Fund for Education." UNESCO.

48 "Man and the Biosphere." UNESCO. <http://www.unesco.org/new/en/natural-sciences/environment/ecological-sciences/capacity-building-and-partnerships/south-south-collaboration/>



knowledge-sharing base and enables networking and technology transfer to increase knowledge pertinent to the maintenance of the reserves.

UNESCO also manages knowledge exchange institutions, such as the International Science, Technology and Innovation Center for South-South Cooperation (ISTIC).⁴⁹ The ISTIC facilitates the integration of a developmental approach into national science, technology, and innovation policies, in addition to providing policy advice. In conjunction with capacity building efforts and knowledge exchange, the center conducts research and works on specific problems in science, technology and innovation policy-making in developing countries. Another important regional initiative is the Latin-American Laboratory for Assessing Quality of Education (LL-ECE), a network awarded by the 2010 South-South Cooperation Expo in Geneva, which currently involves 15 LAC countries and the Mexican State of Nuevo Leon, which aims to constitute a space for technical and political discussion of quality of education. To this end, it conducts periodic regional large scale assessments of the quality of education, with a third round being prepared.

Funding

The UNESCO South-South Programme/Fund for Education has only been funded by developing countries, much to the concern of the Executive Board of UNESCO.⁵⁰ Within the past year or so, however, UNESCO has been attempting to fundraise for the Programme among traditional donors. Funding for the South-South activities of the MAB program comes from Germany, specifically the Federal Ministry for Economic Co-operation (BMZ), and Japan.⁵¹

Future prospects for supporting SSC in LAC

SSC is completely ingrained in UNESCO's policies, institutions and activities, and it can be expected that SSC will only become more important in UNESCO's work.

United Nations Environmental Programme (UNEP)

Rationale for SSC

The United Nations Environmental Programme (UNEP) draws its commitment with South-South Cooperation on its Governing Council Decision 23/1 I, which requests the Executive Director of UNEP to give the highest priority to the effective and immediate implementation of the Bali Strategic Plan (BSP).⁵² The BSP delineates the vital importance of South-South Cooperation, with a particular focus on the importance of capacity-building and institution strengthening through the exchange of expertise, experiences, information and documentation.⁵³

49 "The International Science, Technology and Innovation centre for South South Cooperation." UNESCO. <http://www.unesco.org/new/en/natural-sciences/science-technology/sti-policy/centre-for-south-south-cooperation/>

50 "Decisions Adopted by the Executive Board at its 184th Session." UNESCO. <http://unesdoc.unesco.org/images/0018/001879/187904e.pdf>

51 "South-South Cooperation Programme." UNESCO. http://portal.unesco.org/science/es/ev.php-URL_ID=6951&URL_DO=DO_PRINTPAGE&URL_SECTION=201.html

52 "UNEPsWork: Programmes and Activities." UNEP South-South Cooperation. <http://www.unep.org/south-south-cooperation/UNEPsWork/tabid/1761/Default.aspx>

53 "Introduction: Mandate." UNEP South-South Cooperation. <http://www.unep.org/south-south-cooperation/Introduction/Mandate/tabid/1771/Default.aspx> and the BSP can be found at: <http://www.unep.org/GC/GC23/documents/GC23-6-add-1.pdf>



Countries benefitting from support

The entire region can benefit from UNEP support, and the organization does have regional and sub-regional programs.⁵⁴ However, there are also specific cases of countries benefitting from UNEP support, such as Argentina, Bolivia, Brazil, Cuba, Dominican Republic, El Salvador, Haiti, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, and Uruguay.⁵⁵

Sectors/thematic areas covered by UNEP

Within programs focusing on South-South Cooperation as with all of its programs, UNEP focuses on environmental protection and sustainability, particularly with harmonizing policies, ensuring sustainable development, improving and introducing technology, and building institutional capacities for the generation of a public sector increasingly capable of guiding sustainable development.⁵⁶ Specific SSC topics include environmental and biodiversity protection, environmental administration capacity-building, sustainable forest management, environmental assessment, resource management, environmental services, and the phasing-out of ozone depleting substances.⁵⁷

Implementation Cycle Management, Modalities, and Methodology

Building on the BSP, the UNEP in LAC focuses on transfers of experiences and mechanisms and policies, regarding both environmental administration and legislation, to promote capacity-building and the adoption of technology within the regional context.⁵⁸ In terms of implementing SSC and incorporating SSC into the organization's programs and projects, UNEP utilizes a broad range of modalities. On the most regional level, UNEP supports networks, such as the Red de Consumo y Producción Sostenible (Sustainable Consumption and Production Network) and the Red de Formación Ambiental (Environmental Training Network), among others.⁵⁹ These networks function as forums for exchanging experiences and best practices in a low cost, effective manner to help countries, institutions, and people learn from one another. In addition, UNEP has developed a Clearing House Mechanism (CHM), which functions as a forum for the exchange of technologies, expertise, experiences, opportunities, best practices, methodologies, advisory services, and training.⁶⁰ Moreover, UNEP works to establish partnerships and develop regional cooperation, including the Caribbean Biological Corridor Project, which benefitted Cuba, the Dominican Republic, and Haiti, and the Global Environmental Outlook for Latin American and the Caribbean, which in large part developed a database that has so far helped the Dominican Republic, El Salvador, and Honduras, building on Costa Rica's extant technologies and capacities.⁶¹ These multilateral modes of cooperation are, in many ways, the product of increased

54 "UNEPsWork: Programmes and Activities." UNEP South-South Cooperation. <http://www.unep.org/south-south-cooperation/UNEPsWork/tabid/1761/Default.aspx>

55 Aggregated from "UNEP Response to LAC SSC Mapping." 2011; "UNEPsWork: Programmes and Activities."; and "UNEP in the Regions." UNEP South-South Cooperation. <http://www.unep.org/south-south-cooperation/UNEPintheRegions/tabid/1762/Default.aspx>

56 "UNEPsWork: Programmes and Activities." UNEP South-South Cooperation. <http://www.unep.org/south-south-cooperation/UNEPsWork/tabid/1761/Default.aspx>

57 Aggregated from "UNEP Response to LAC SSC Mapping." and "UNEP in the Regions."

58 "UNEP Response to LAC SSC Mapping." 2011.

59 Ibid.

60 "Methodology." UNEP South-South Cooperation. <http://www.unep.org/south-south-cooperation/Methodology/tabid/1759/Default.aspx>. The CHM may be found at: <http://www.unep.org/south-south-cooperation/exchangeplatform/>

61 "UNEP Response to LAC SSC Mapping." 2011.



focus on discussion and engagement with actors within countries and in the international community.⁶² Engagement also involves working with countries, country offices, and sub-regional bodies, such as MERCOSUR, to develop the other type of project UNEP will often support: direct transfers of knowledge, best practices, technologies, etc.

Funding

Funding for UNEP support to South-South activities, according to the BSP, will be integrated as SSC activities are integrated.⁶³ Consequently, funding for SSC comes from the Environment Fund, in addition to voluntary options. Moreover, UNEP is expected to cultivate public-private partnerships and a partnership with the Global Environment Facility (GEF), with both aspects helped defray costs.

Future prospects for supporting SSC in LAC

The future prospects for UNEP support are very clear, as the BSP and related documents mandate UNEP to continue as a strong advocate for and supporter of South-South activities, in particular around knowledge exchange.

United Nations Children's Fund (UNICEF)⁶⁴

Rationale for supporting SSC

UNICEF's work on South-South Cooperation (SSC) is rooted within relevant Triennial comprehensive policy review of operational activities for development of the United Nations system (TCPR) and the decisions of the United Nations High-level Committee on South-South Cooperation. UNICEF recognizes SSC as one of its key development cooperation strategies to advance development and human-rights goals for children and women. UNICEF's strategic approach to SSC has therefore a strong focus on supporting the development of regional and country institutions' capacity to formulate, implement, review and monitor regional and national policies and strategies for children. It takes into account UNICEF's strategic roles in Middle-Income Countries (MICs) and its renewed global focus on equity. Many relevant SSC examples are available in annual reports as provided by UNICEF country offices. In the past years, UNICEF has also been reporting SSC support to ECOSOC.

Countries benefitting from support

UNICEF has incorporated SSC as key strategy in Country Program Documents (CPD). UNICEF has 25 approved CPDs in Latin American and the Caribbean. Specific countries with SCC initiatives aimed at improving the lives of children and women-in the region include Argentina, Bolivia, Brazil, Chile, Cuba, Dominican Republic, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua, and Uruguay.

62 "Methodology." UNEP South-South Cooperation. <http://www.unep.org/south-south-cooperation/Methodology/tabid/1759/Default.aspx>

63 "Bali Strategic Plan for Technology Support and Capacity -building." Governing Council of the United Nations Environment Programme. 2004. <http://www.unep.org/GC/GC23/documents/GC23-6-add-1.pdf>

64 This section has benefitted from the contributions of UNICEF.



Thematic areas/sectors covered by UNICEF

UNICEF's programs of cooperation in LAC are related to five focus areas as described in the Medium Term Strategic Plan: child survival and development, education, child protection, HIV-AIDs, social and economic policy and communication. Particular attention has been provided to SSC initiatives in emerging issues such as: Protection of Migrant Children, Emergency Response, and Prevention of Mother to Child Transmission of HIV-AIDS.

Implementation Cycle Management, Modalities, Methodologies

UNICEF efforts to promote and support South-South cooperation have been aligned to national priorities for children as well as to the focus areas of the Medium-Term Strategic Plan and global goals, especially the MDGs. Increased attention is given to identifying and disseminating good practices that could contribute towards attainment of the MDGs with equity, hence reducing disparities within countries.

SSC is increasingly becoming a key strategy in all Country Programs of the region. UNICEF in LAC has fostered various forms of horizontal cooperation among countries, including: a) Cross-border cooperation, such as those aiming to develop bi-lateral agreement to prevent and combat children and women trafficking (Mexico-Guatemala on migrant children); b) Prevent cross-border spread of diseases (Haiti-Dominican Republic on cholera prevention); c) Sub-regional and regional cooperation, such as working with regional/sub-regional organizations to enhance quality data gathering on children and dissemination (CARICOM), or to promote appropriate policy frameworks (El Salvador-Brazil), or to develop agreements for recognizing education credentials, degrees and diploma across member countries (Uruguay-Argentina-Brazil-Chile-Peru-Paraguay: International Courses for Judges, lawyers and prosecutors).

Other modality of SSC includes the provision of technical cooperation, implemented through peer-to-peer exchange and inputs financed by a provider country, or research implemented by two or more countries' academia sharing their capacities and knowledge. Some examples are: in the areas of HIV-AIDS (Brazil "Lacossul"), ECD (Cuba-Nicaragua), and Education (Inter-Cultural bilingual education), and Social Policy (Honduras-Peru on conditional cash transfer) and Argentina-Haiti on social budgeting.

Funding

UNICEF's main role is as a convener and facilitator, which is part of UNICEF's technical support under the specific country program document. Other resources for specific SSC initiatives are established in agreements on a case-by-case basis.

Future prospects for supporting SSC in LAC

Given the potential of country-to-country learning for achieving results for children, specially the most excluded and disadvantaged groups, UNICEF's role as a facilitator and convener will continue to mainstreaming in country program documents. In this regard, UNICEF in LAC plans to continue to: a) assist countries in identifying, documenting and sharing good practices with and from other countries; b) promote the use of available institutional, technical and human resources from the region in meeting the MDGs with equity; c) facilitate the participation and integration of the civil society and the private sector in country-to-country SSC; and d) create conditions for systemic change and scaling up of validated solutions in response to critical child and adolescent related issues, among others.



United Nations Special Unit for South-South Cooperation (SU/SSC)

Rationale for supporting SSC

Institutionally within the United Nations Development Programme, the BAPA also created the Special Unit for South-South Cooperation (SU/SSC), whose primary mandate is to promote, coordinate and support South-South and triangular cooperation on a global and United Nations system-wide basis. The Unit receives policy directives and guidance from the High-Level Committee (HLC) on South-South Cooperation of the GA.⁶⁵ Moreover, the SU/SSC acts as the substantive secretariat for the HLC, which performs various duties under Recommendation 37 of the Buenos Aires Plan of Action, including analyzing the state of affairs in terms of UN support for South-South activities, support new policies and innovative approaches to further South-South cooperation, and ensure coordination of South-South activities.⁶⁶

Countries benefiting from support

The vast majority of the Special Unit's work is not region specific, and no project is identifiably specific to Latin America and the Caribbean.⁶⁷ However, the work of the Special Unit does engage and affect the region, including the management of the Perez-Guerrero Trust Fund, which has contributed to quite a number of South-South activities in the region.⁶⁸

Thematic areas/sectors covered

Through various methods, including funds the Special Unit manages and the systems, publications, and initiatives of the Special Unit, it covers the vast majority of sectors and thematic areas. Directly or indirectly, the SU/SSC works on agricultural, technological, policy-based, knowledge-exchange, and other aspects.

Implementation Cycle Management, Modalities, Methodologies

At the level of the SU/SSC, partnerships are built and strengthened with a range of organizations, including the International Organization for Migration, UNCTAD, UNESCO, the World Bank, NGOs, the private sector, civil society, and a wide variety of international development agencies.⁶⁹ These partnerships facilitate inputs and funding, which the SU/SSC delivers through triangular cooperation (TC) and multiple other means. For triangular cooperation activities, the Special Unit initiates, develops, and assists in the execution of triangular technical cooperation. Moreover, the SU/SSC also manages the Perez-Guerrero Trust Fund (PGTF) on behalf of the G-77. Over the past year, PGTF approved 11 projects requiring financial support amounting to \$315,300, in addition to 60 projects currently underway. Additionally, the SU/SSC also manages the United Nations Trust Fund for South-South Cooperation. A recent initiative of the SU/SSC, the South-South Human Development Investment Exchange presents an example of the projects the Special Unit is working on to facilitate SSC, in this case through making best practices widely available.⁷⁰

65 "High Level Committee." SU/SSC. <http://ssc.undp.org/ss-policy/policy-processes/high-level-committee/>

66 Ibid.

67 "What We Do." SU/SSC. <http://ssc.undp.org/about-us/what-we-do/>

68 "About Us." SU/SSC. <http://ssc.undp.org/about-us/>

69 "About Us." SU/SSC. <http://ssc.undp.org/about-us/>

70 "About Us." SS-HDSX. http://www.ss-hdsx.org/about_us/about_pilot_southsouth_exchange/about_us/



Funding

The array of funds for SSC in UNDP spans nearly all of UNDP's resources, from core funding to non-core contributions.⁷¹ Often, funding comes from donor countries either directly or indirectly, or from cost recovery. The Special Unit is financed via the United Nations Fund for South-South Cooperation, which the HLC provides to assist the SU/SSC in carrying out its mandate. Moreover, China, Nigeria, and Japan have given sizable additional contributions, and Algeria, Benin, Brazil, China, Comoros, and Egypt have provided funded for tsunami-affected countries. Antigua and Barbuda, Brazil, Chile, Jamaica, Suriname, Trinidad & Tobago, Uruguay, and Venezuela contribute to the Perez-Guerrero Trust Fund.⁷² The Voluntary Trust Fund for South-South Cooperation, for example, is financed by China, Korea, Ireland, and the Ford Foundation, and provides non-core resources, as do parallel financing and cost-sharing.⁷³

Future prospects for supporting SSC in LAC

Considering the policy base of the Special Unit, it will continue to support South-South activities in the region well into the future, likely strengthening its support for countries seeking knowledge exchange and technical cooperation with fellow Southern countries.

World Food Program (WFP)

Rationale for supporting SSC

The World Food Program (WFP) engages in SSC through introducing a knowledge-sharing component in its capacity building programs. However, to date there is no specific strategic outline to SSC, and it occupies a space as a modality incorporated into some WFP projects.

Countries benefitting from support

Countries throughout Latin America and the Caribbean are beneficiaries of WFP programs and projects incorporating SSC. Specifically, recent examples have included Bolivia, Paraguay, El Salvador, Colombia, and Honduras.

Thematic areas/sectors covered by WFP

The main thematic area identified is nutrition, though the policies on conditional cash transfers speak to South-South activities and support.⁷⁴ Moreover, the Program has been involved in South-South activities revolving around food security, malnutrition and micronutrient deficiency, social protection programs, and the integration of knowledge exchange into capacity development on HIV/AIDS and nutrition.

Implementation Cycle Management, Modalities, Methodologies

The WFP in LAC has established a South-South Cooperation Support Unit in the Regional Office, developed joint studies on nutrition, supported technical assistance, formed suitable staff, and conferences and academ-

71 "About Us." SU/SSC. <http://ssc.undp.org/about-us/>

72 "The Status of the Contributions to the Perez-Guerrero Trust Fund for Economic and Technical Development among Developing Countries (PGTF)." PGTF. <http://www.g77.org/pgtf/contribution.html>

73 "South-South Trust Fund." SU/SSC. <http://ssc.undp.org/index.php?id=228>

74 "Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges." WFP. <http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187787.pdf>



ic seminars. As part of the regional initiative “Toward the Eradication of Child Malnutrition in Latin America and the Caribbean”,⁷⁵ the WFP also operates NUTRINET, a network of knowledge exchange to inform and support policy making regarding nutritional interventions and facilitate experience exchange, provide access to relevant information, and support SSC and TC.⁷⁶ The project document clearly delineates the desire to use collaborative SSC approaches to information sharing and stronger networks among countries.⁷⁷ Overall, the WFP seems to be investing in different SSC activities, for the most part, under its capacity building pillar, which constitutes one of the five main working areas of the WFP.⁷⁸ However, the Program also works beyond building capacities to also help identify developing countries capable of providing assistance, and it does put forward a role in matching demand and supply. In that vein and for other efforts to support SSC, the WFP also utilizes documents and studies, which the Program puts together with the input and help of interested actors. An example of one such study would be the Program’s study on the nutritional dimension of social protection networks in Central America and the Dominican Republic. The WFP has also established working relationships and collaborative partnerships with countries and institutions in the region to support the sharing of experiences and knowledge for building regional solutions.

Funding

Funding comes from the WFP’s budget, for SSC projects are not segregated from other WFP projects.

Future prospects for supporting SSC in LAC

SSC is streamlined in capacity building programs and projects. Moreover, the Program has expressed a willingness to expand its role in supporting South-South cooperation, particularly in terms of knowledge sharing. Therefore, WFP’s engagement in South-South knowledge exchange will likely continue in the years to come.

75 “Hacia la Erradicación de la Desnutrición Infantil en América Latina y el Caribe.” WFP. http://documents.wfp.org/stellent/groups/public/documents/liaison_offices/wfp185852.pdf

76 “Quienes Somos.” NUTRINET. <http://nutrinet.org/quienes-somos/quienes-somos>

77 “Development Project—Latin America and Caribbean Region Capacity-Building Project 10411.0.” WFP. http://one.wfp.org/operations/current_operations/project_docs/104110.pdf

78 “Capacity Building and Technical Assistance in Support of Food-based Social Protection Programmes.” WFP. <http://www.wfp.org/content/capacity-building-and-technical-assistance-support-food-based-social-protection-programmes>



3. SUPPORT FROM OTHER MULTILATERAL ORGANIZATIONS

Latin America and the Caribbean host a large and diverse series of multilateral organizations which are not part of the United Nations System, but offer essential services to the countries of the region. The regional multilateral system has often been somewhat disconnected from LAC's accentuated regionalism over the past decades (see also next section), which explains why, with some notable exceptions, South-South cooperation has become part of the agenda of non-UN organizations rather recently. However, today most multilateral and inter-governmental organizations are investing increasing energy and resources in offering support to its members and clients, in particular those interested in taking advantage of South-South knowledge exchange.

An important share of the multilateral organizations included in this mapping is part of the traditional development cooperation architecture. The Multilateral Development Banks are increasingly considering South-South knowledge exchange as an attractive and efficient business line, which also helps create new types of partnerships with the client countries. With differing degrees, the Caribbean Development Bank (CDB), Inter-American Development Bank (IADB) and the World Bank Group (WBG) are all involved in the regional South-South agenda, in some cases with a particular focus on individual experts and their networks.

Similarly, the Organization of American States (OAS) is increasingly using South-South knowledge exchange as a tool for its development-related programs. This Inter-American space also enables the collaboration of traditional donors interested in engaging in new partnerships.

Today, the Secretaría General Iberoamericana (SEGIB) is one of the key platforms for the future evolution of South-South cooperation in the region. Balancing multilateral approaches with inter-governmental leadership, the SEGIB not only gathers policy-makers around concrete SSC-related issues, but also hosts a very comprehensive program on capacity development of countries providing and receiving SSC.

Finally, the Task Team on South-South cooperation (TT-SSC) facilitates a global analytical and policy process around SSC, which includes a strong Latin American and Caribbean chapter bridging policy and practice.

Caribbean Development Bank (CDB)

Rationale for supporting SSC

Having recently celebrated 40 years of assisting its members with financial services and private sector initiatives, the Caribbean Development Bank (CDB) engages in Caribbean Technological Consultancy Services (CTCS), which link individuals with business and technical experience with individuals demanding assistance.⁷⁹ For more than 20 years, the CDB has employed CTCS as a key tool to support the development of the micro-, small-, and medium-sized enterprises through technology transfer and building skills and capacity.⁸⁰

79 "Caribbean Technological Consultancy Services." CDB. <http://www.caribank.org/titanweb/cdb/webcms.nsf/AllIDoc/BA129784BC377BEC042574180047CC9A?OpenDocument>

80 CDB Strategic Plan 2005-2009 [http://www.caribank.org/titanweb/cdb/webcms.nsf/AllIDoc/F39DF8EBB15C6264042573D2004A245F/\\$File/StratPlan05to09FINAL.pdf?OpenElement](http://www.caribank.org/titanweb/cdb/webcms.nsf/AllIDoc/F39DF8EBB15C6264042573D2004A245F/$File/StratPlan05to09FINAL.pdf?OpenElement)



Countries benefitting from support

While countries do not specifically engage in or benefit from CTCS, anyone resident in the Commonwealth Caribbean countries can apply for assistance from CTCS.⁸¹ Participating countries include: Anguilla, Antigua and Barbuda, The Bahamas, Barbados, Belize, British Virgin Islands, Cayman Islands, Dominica, Grenada, Guyana, Jamaica, Montserrat, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Trinidad and Tobago, and Turks and Caicos Islands.

Thematic areas/sectors covered by CDB

By thematic area and sector, the primary areas that CTCS has covered include: agro-industry and fisheries; food processing; wood and metal fabrication; textiles; packaging and labeling; building material, manufacturing equipment and machinery; energy production and conservation; hospitality services; accounting and computerization; and pottery, ceramics and craft manufacturing.⁸²

Implementation Cycle Management, Modalities, Methodologies

The CTCS program of the CDB comprises three main modalities: direct technical assistance (facilitated by consultants), workshops, and job attachments.⁸³ On a more specific level, through CTCS, the CDB offers a wide array of services, including practical, operational on-the-spot assistance, support in project management, staff training, and many others. Importantly, CDB maintains a database with technical information on all related areas, and also grants access to regional and extra-regional databases. Finally, information packages and bibliographies in selected fields are edited and distributed by CTCS.

According to the latest annual report, CTCS activities have included direct technical assistance, training attachments, national and regional workshops, supervision visits and technical publications.⁸⁴ CTCS has hosted workshops recently on garment manufacturing techniques and various skills and techniques relevant to floral industry entrepreneurship. Yet another example would be a 2010 workshop in Barbados to share experiences on costing and pricing for competitive marketing, which was an example of a 'Train the Trainers' workshop.⁸⁵

Funding

The CDB charges for CTCS provision, though it subsidizes the costs of the first assignment.⁸⁶ Essentially, the program utilizes a commercial business model.

81 "Eligibility Criteria." CDB. <http://www.caribank.org/titanweb/cdb/webcms.nsf/AllDoc/A34A2879849C230A04257418004A8CB9?OpenDocument>

82 "Principal Subject Areas Covered." CDB. <http://www.caribank.org/titanweb/cdb/webcms.nsf/AllDoc/1B083AE0688AC74F04257418004A063A?OpenDocument>

83 "Caribbean Technological Consultancy Services." CDB. <http://www.caribank.org/titanweb/cdb/webcms.nsf/AllDoc/BA129784BC377BEC042574180047CC9A?OpenDocument>

84 "Annual Report 2009." CDB. [http://www.caribank.org/titanweb/cdb/webcms.nsf/AllDoc/7A49A6A2596053E6042577370048E45B/\\$File/AR2009.pdf?OpenElement](http://www.caribank.org/titanweb/cdb/webcms.nsf/AllDoc/7A49A6A2596053E6042577370048E45B/$File/AR2009.pdf?OpenElement)

85 "Regional Training Programme." Department of Commerce and Investment of the Government of the Cayman Islands. http://www.investcayman.gov.ky/portal/page?_pageid=2182,5103518&_dad=portal&_schema=PORTAL

86 "Cost of CTCS Services." CDB. <http://www.caribank.org/titanweb/cdb/webcms.nsf/AllDoc/521A5292F2386E3904257418004BABC8?OpenDocument>; details on cost breakdowns can be found here: <http://www.caribank.org/titanweb/cdb/webcms.nsf/AllDoc/D40C5BFAD31970160425741800529999?OpenDocument> and here: <http://www.caribank.org/titanweb/cdb/webcms.nsf/AllDoc/65EA8B7F7A752903042574180053D434?OpenDocument>



Future prospects for supporting SSC in LAC

As noted above, the CTCS program is over two decades old and will likely continue into the future. The program provides an excellent brokering mechanism for knowledge exchange, among other things, all of which are in demand.

Inter-American Development Bank (IADB)

Rationale for supporting SSC

The Inter-American Development Bank (IADB) promotes Intraregional Technical Cooperation (CT/INTRA), which is a form of SSC.⁸⁷ According to the Bank, it promotes CT/INTRA projects in order to expand the options available for countries, better utilize regional resources, promote ties between counterpart national institutions, provide innovative possibilities for joint solutions to the countries' common problems, provide opportunities for joint identification of new possibilities for bilateral and multilateral financial and technical cooperation, and to promote regional integration. Moreover, the IADB also has a Regional Public Goods (RPG) Program, which promotes collective action to face transnational challenges.⁸⁸

Countries benefitting from support

Generally speaking, beneficiaries may include all countries who borrow from the IADB. Aside from regional projects, previous projects have directly aided Argentina, Jamaica, Paraguay, Honduras, Bolivia, El Salvador, Ecuador, Peru, Colombia, Brazil, the Bahamas, Guatemala, Nicaragua, Dominican Republic, and Chile.⁸⁹

Thematic areas/sectors covered by IADB

CT/INTRA projects span all thematic areas, but they tend to lean toward infrastructure and agriculture. RPG projects, more specifically, fall under five sectors: social policy for equity and productivity; infrastructure for competitiveness and social welfare; institutions for growth and social welfare; competitive regional and global international integration; and the protection of the environment, responsiveness to climate change, promotion of renewable energy, and ensuring food security.⁹⁰ Notably, the IADB has also been involved in expanding the use of Conditional Cash Transfer programs in the region.⁹¹

Implementation Cycle Management, Modalities, Methodologies

CT/INTRA projects may offer advisory services or trainings services, or both.⁹² CT/INTRA funds make possi-

87 "Interregional Technical Cooperation (CT/INTRA)." IADB. <http://www.iadb.org/en/about-us/intrarregional-technical-cooperation-ctintra,6249.html>

88 "Regional Public Goods." IADB. <http://www.iadb.org/en/topics/regional-integration/regional-public-goods/regional-public-goods,1419.html>

89 "Projects: 'intra.'" IADB. <http://www.iadb.org/en/projects/advanced-search,1301.html?query=intra&adv=true&tab=1&pagePIP=1&pageAPP=1&page=2>

90 "Regional Public Goods." IADB. <http://www.iadb.org/en/topics/regional-integration/regional-public-goods/regional-public-goods,1419.html>

91 "Conditional Cash Transfers in Latin America: Problems and Opportunities." IADB. <http://www.adb.org/documents/events/2009/high-level-social-assistance/Johannsen-Conditional-Cash-Transfers.pdf>

92 "Intrarregional Technical Cooperation (CT/INTRA)." IADB. <http://www.iadb.org/en/about-us/intrarregional-technical-cooperation-ctintra,6249.html>



ble field studies and country visits, among other means of cooperation. Indeed, the only restrictions are the imagination of the project designers and the funding cap. The RPG Program also supports the transfer of solutions, fostering of innovation, and coordination of solutions.⁹³ Through the Program, the Bank plays the role of venture capital investor, regional disseminator of innovation, incubator of regional public policy projects, and honest broker partner. The Bank serves as an incubator for regional public policy by providing an environment where initial phase experimentation can safely develop. Every year, the IADB puts out a Call for Proposals (CFP), and the Bank takes applications submitted by a minimum of three countries in the region.⁹⁴ The Bank evaluates projects based on relevance to the Bank's priorities and the ability of the projects to promote economic, institutional, and functional integration, to reduce asymmetries among countries, strengthen national and regional institutions, and increase the competitiveness of the region as a whole.

Funding

Funding for CT/INTRA projects are financed by the net income of the Fund for Special Operations.⁹⁵ The Board of Executive Directors determines the maximum allowable cost for each operation and authorizes the President to approve the program's operations. Moreover, the Board of Executive Directors has set a maximum IADB contribution for each operation at 20,000 USD or the equivalent. Funding for the RPG Program takes the form of Ordinary Capital investment.⁹⁶

Future prospects for supporting SSC in LAC

CT/INTRA projects have a long history dating back to the mid-1990s, and there is no indication that the IADB will discontinue the projects. Moreover, it appears that CT/INTRA projects have become more widespread and common, if anything. The RPG Program represents an aspect of the Bank that has existed throughout its history, and the renewed focus only indicates an extensive future for the Program.⁹⁷

Organization of American States (OAS)

Rationale for supporting SSC

As one of the six Executive Secretariats of the OAS, the Executive Secretariat for Integral Development, SEDI, intends to create hemispheric mechanisms for collaboration, information exchange, and the discussion of experiences around development cooperation.⁹⁸ Moreover, SEDI aims to promote integral development, which entails cooperation among countries. With the 2009 Consensus of Bogota, the Inter-American Council for Integral Development of the OAS further confirmed the commitment of the OAS and its member states to hemispheric cooperation and exchange.⁹⁹

93 "About the Program." RPG. IADB. <http://www.iadb.org/en/topics/regional-integration/regional-public-goods/about-the-program,1444.html>

94 "Regional Public Goods." IADB. <http://www.iadb.org/en/topics/regional-integration/regional-public-goods/regional-public-goods,1419.html>

95 Ibid

96 "Projects." RPG. IADB. <http://www.iadb.org/en/topics/regional-integration/regional-public-goods/projects,1431.html?query=&adv=true&page=1>

97 "About the Program." RPG. IADB. <http://www.iadb.org/en/topics/regional-integration/regional-public-goods/about-the-program,1444.html>

98 "About SEDI." SEDI. <http://portal.oas.org/Default.aspx?tabid=293&language=en-US>

99 "Consensus of Bogota." OAS. http://www.oas.org/en/sedi/dedtt/cooperation/docs/Consensus_of_Bogota_E.pdf



Countries benefitting from support

All OAS member states can benefit from OAS' promotion of SSC, which is embedded in its sector programs.¹⁰⁰ In practice, the countries of Central American are particularly active in using the OAS umbrella for SSC.

Thematic sectors/areas covered by OAS

The OAS applies SSC across its sectors, which include the following: Education and Culture, Trade and Tourism, Sustainable Development, Social Development and Employment, Science and Technology, Human Development, Knowledge-Based Society (through the NPA Program), Identity and Civil Registry (through the PUICA Program), Technical Cooperation (through the FEMCIDI Fund), and Migration and Development.¹⁰¹ While technical cooperation is a key area, SSC activities occur in nearly every sector and are becoming increasingly structured.

Implementation cycle management, modalities and methodologies

The Inter-American Council for Integral Development has a Special Multilateral Fund, FEMCIDI, which is a voluntary fund that supports technical projects. The online database covers all projects since 1998, including many projects that would fall under the realm of SSC or promoting South-South activity.¹⁰² As the OAS includes nearly all Latin American countries,¹⁰³ in practice there is little distinction of SSC projects versus non-SSC projects. Therefore, the implementation cycle is roughly the same as any other project; the project is proposed, evaluated, approved, designed and structured, matched with funding, implemented and periodically monitored, then evaluated.¹⁰⁴

However, SEDI has also developed and constructed CooperaNet, the Inter-American Cooperation Network, which functions as an online platform for knowledge sharing and networking.¹⁰⁵ The 2009 Bogota Consensus calls for the "strengthening of the Inter-American Cooperation Network as a mechanism that facilitates dialogue among the Cooperation Authorities, contributes to the exchange of cooperation management experiences, encourages cooperation among the member states, and heightens the effectiveness of cooperation in the Americas," indirectly calling on SEDI as the technical secretariat of CooperaNet to have bigger role in facilitating knowledge exchange and ensuring the availability of information.¹⁰⁶ CooperaNet also serves as a regional platform for the TT-SSC in LAC, within the broader role of CooperaNet as forum for discussing development cooperation effectiveness in the lead-up to the next High-Level Forum on Aid Effectiveness to be held in Busan, Korea.¹⁰⁷

In concrete terms, there are several practical examples of the OAS promoting SSC that can serve as a guide to OAS policies. One project, "Measuring the Flow of Water," used German funding to assist Belize, Costa Rica, El Salvador, Guatemala, Nicaragua, Panama, and the Dominican Republic by having regional experts train indi-

100 For a complete list of member states: http://www.oas.org/en/member_states/default.asp

101 "About SEDI." SEDI. <http://portal.oas.org/Default.aspx?tabid=293&language=en-US3>

102 The database can be found here: <http://www.apps.oas.org/projects/default.aspx>

103 Excepting Cuba (since January 1962) and Honduras (since July 2009)

104 For a diagram, go here: <http://portal.oas.org/LinkClick.aspx?fileticket=oiw9X0UeYRw%3d&tabid=1473>

105 "About Us." CooperaNet. <http://www.cooperanet.org/pg/expages/read/acercaEn>

106 "Concept Note: Inter-American Cooperation Network (CooperaNet)." OAS. http://www.oas.org/en/sedi/dedtt/cooperation/docs/Concept_Note_CooperaNet_June2010_e.pdf

107 "TT-SSC Work Plan 2010-2011." TT-SSC. <http://www.oecd.org/dataoecd/13/53/46081294.pdf>



viduals in these countries to properly and effectively calculate river flows.¹⁰⁸ The OAS organized a workshop to host the training, which brought together experts from throughout Central America and the Dominican Republic. In another case, the OAS set up triangular exchange with Germany contributing funds and Brazil and Mexico providing technical assistance to Peru and Bolivia.¹⁰⁹ Here, the technical capacities of the National Institutes of Metrology in Peru and Bolivia were supported, in order to increase efficiency in the natural gas market and improve referral services to assist actors in the Peruvian and Bolivian natural gas markets. The RIAL, the Inter-American Network for Labor Administration, provides a good example for how the OAS has begun to embed SSC in its sector programs. This network serves as a mechanism for cooperation and technical assistance among Labor Ministries in the member states of the OAS and has generated a strong flow of South-South learning.¹¹⁰ Finally, the OAS has also promoted a program to improve social protection programs in the Caribbean by utilizing the lessons learned in the Chile-Puente Program, supported by CIDA funding.¹¹¹ The program provides multidimensional information flow, working to overcome coordination problems, multiplicities of programs, and other difficulties by focusing on families, a focus which Caribbean countries particularly sought.

Funding

The FEMCIDI takes donations from member states and non-members, and it is the main funding source cited for OAS projects. Statistically, the roughly 180 million USD of funding for development projects in Latin America from the OAS come about half from the Regular Fund, which is fed by member state contributions, and the FEMCIDI, which is a voluntary fund that accrues income from a wide variety of actors, including DAC countries.¹¹²

Plans/prospects for SSC

Different OAS sector programs are looking into embedding SSC in its activities, thereby strengthening mutual learning and knowledge exchange among its member states. Importantly, this strategic approach is led by SEDI, while other OAS departments are still struggling to integrate SSC. However, there have been great successes to date, and with the general global community leaning toward SSC, it is likely that there will be a deepening of current activities.

Secretaría General Iberoamericana (SEGIB)

Rationale for supporting SSC

The Secretaría General Iberoamericana's (SEGIB) is a reflection of a long-standing process of institutionalization of the Ibero-American Community. Its engagement in South-South cooperation stems from the 1995 Bariloche Agreement, charging its members' cooperation authorities with maximum responsibility for deci-

108 "OAS – Midiendo caudales de agua." The South-South Opportunity. http://www.impactalliance.org/ev_en.php?ID=49475_201&ID2=DO_TOPIC

109 "OAS – Triangulando esfuerzos para la metrología del gas natural." The South-South Opportunity. http://www.impactalliance.org/ev_en.php?ID=49503_201&ID2=DO_TOPIC

110 "OEA – Red Interamericana para la Administración Laboral (RIAL)." The South-South Opportunity. http://www.impactalliance.org/ev_en.php?ID=49162_201&ID2=DO_TOPIC

111 "OEA-Chile-Caribbean – Promoting social protection." The South-South Opportunity. http://www.impactalliance.org/ev_en.php?ID=49331_201&ID2=DO_TOPIC

112 Lugar, Richard, US Senator. "Multilateralism in the Americas: Let's Start by Fixing the OAS, a Report to the Committee on Foreign Relations, United States Senate."



sion-making and criteria for Ibero-American cooperation. Emerging from this dynamic, the SEGIB was created through the 2004 San José Conference with clear responsibilities of coordinating the South-South dynamics among the Ibero-American Community. A recent bid for concrete support for SSC itself can be found in the Ibero-American Program to Strengthen South-South Cooperation, which was endorsed by originally seven countries during the 17th Ibero-American Summit in El Salvador in October 2008 and today is supported by 16 countries.¹¹³ Recognizing that SSC is a viable method of development and that it has gathered significant clout in recent years, the El Salvador Program for Action calls on SEGIB to manage the Program on behalf of the countries, in order to strengthen SSC and improve its effectiveness. Therefore, the Program aims to find and disseminate cases of best practices through the Bank of Best Practices, strengthen the institutional capacity of cooperation agencies through training, better information systems and joint political positioning, and support innovative and replicable projects.

Countries benefitting from support

As a result of the nature of SEGIB's work, all member states of the Ibero-American community benefit from the reports, conferences, and networks SEGIB funds.¹¹⁴ Argentina, Bolivia, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Spain, Guatemala, Mexico, Nicaragua, Peru, Paraguay, Dominican Republic and Uruguay are part of the Ibero-American Program, though Spain is not a recipient of assistance.¹¹⁵ However, the Program can also explicitly benefit non-members, enabling a wide outreach.

Thematic areas/sectors covered by SEGIB

SEGIB incorporates South-South cooperation into all sectors and thematic areas, with the intent of fully integrating SSC into the process of the Ibero-American community.

Implementation cycle management, modalities and methodologies

In terms of actual projects, SEGIB supports two types of activities: programs and projects benefitting Ibero-America as a whole and projects that are country-specific. In terms of regional support, SEGIB hosts conferences and forums, sets up information networks, and provides analysis and reports on SSC and South-South activities in the region in order to further knowledge sharing. Constituting the main reference for data on SSC in the region, SEGIB's annual report on SSC in the Ibero-American countries gives extensive detail on nearly all SSC activities for the year in the region.¹¹⁶ In addition, SEGIB offers multiple programs that incorporate SSC, including a program specifically for strengthening SSC.¹¹⁷ The IBERGOP program for strengthening government institutions, for example, incorporates triangular cooperation as a means to strengthen institutions in the region.¹¹⁸

113 "Cooperación Iberoamericana Fortalecimiento de la Cooperación Horizontal Sur-Sur." SEGIB. <http://segib.org/programas/2010/01/30/fortalecimiento-de-la-cooperacin-horizonta-sur-sur-es/>

114 The members of SEGIB do enjoy benefits from being parts of these programs that those in SEGIB do not receive. Moreover, the important political and dialogue-based aspects of SEGIB are also limited to members. For a complete list of members: <http://segib.org/paises-es/> (en español)

115 "SEGIB – Programa Iberoamericana de Cooperación Sur-Sur." The South-South Opportunity. http://www.impactalliance.org/ev_en.php?ID=49161_201&ID2=DO_TOPIC

116 "Report on South-South Cooperation in Ibero-America 2010." SEGIB. <http://segib.org/publicaciones/files/2010/12/sur-sur-ingles.pdf>

117 "Cooperación Iberoamericana Fortalecimiento de la Cooperación Horizontal Sur-Sur." SEGIB. <http://segib.org/programas/2010/01/30/fortalecimiento-de-la-cooperacin-horizonta-sur-sur-es/>

118 "Cooperación Iberoamericana Programa Escuela Iberoamericana de Gobierno y Políticas Públicas." SEGIB. <http://segib.org/programas/2010/01/26/ibergop-es/>



The Ibero-American Program to Strengthen Horizontal SSC in Ibero-America, endorsed by the San Salvador Summit in 2008, is an umbrella effort to coordinate projects to enhance horizontal SSC in LAC.¹¹⁹ Here, SEGIB is in charge of managing the activities of the Program, which is an integral part of the inter-governmental dynamics among Ibero-American states. According to SEGIB, all support activities must recognize the horizontal nature of South-South Cooperation and allow the countries complete ownership of the SSC programs and projects.¹²⁰ In this sense, SEGIB must ensure that projects will be complimentary, that all steps possible are taken to ensure quality and effectiveness, and that the money in the program goes toward strengthening cooperation agencies through information, exchange, training, systems, and debate.¹²¹ Recent examples include a workshop in Cartagena de las Indias on information systems (July 2010), the design of a Cooperation Information System for Ecuador (November 2010), and a structured exchange of experiences between Dominican Republic and Ecuador (January 2011). The program identifies target countries through the Annual Reports, participation in forums, and other venues to understand where there is a need and a demand. Building on this, the program targets its members' cooperation agencies and their staff. The Bank of Best Practices intends to support replicable projects and actions, which might be financially supported. This line of work is complemented with the dissemination of best practices through the internet, the Annual Report, and conferences. The program looks to provide support for information systems, which can benefit country capacities and simultaneously improve the availability (and quality) of data for the Annual Report on South-South Cooperation in Ibero-America. The program sets up three bodies to monitor and evaluate progress, including a technical committee and a technical unit. Overall, the Program constitutes a significant step toward consolidating SSC within SEGIB.

The important advances in SEGIB's SSC agenda reflect the strong bid of the Ibero-American countries to use SEGIB as the main political forum for their national authorities to discuss development cooperation, particularly SSC. Especially through its closed-door meetings, SEGIB has achieved a strong positioning as a horizontal platform, and to the extent that they express the political will of the Ibero-American community, the aforementioned programs, projects, and activities are highly influential in the region and regarded as a reference for other regions, in particular for Asia-Pacific.

Funding

Funding for the SSC program of SEGIB comes from participant country contributions, one percent of the SEGIB cooperation operational budget, and contributions from other countries and institutions. Moreover the Spain-SEGIB Fund contributes to the budget of the Annual Report.

Plans and prospects

It can be expected that SSC will continue to consolidate and broaden the current space it has in SEGIB. The Ibero-American Program to Strengthen South-South Cooperation has an annual budget and, given the strong commitment by several countries of the region, will likely continue to function as it does currently.

119 "Programa/Iniciativa Iberoamericana: Fortalecimiento de la Cooperación Horizontal Sur-Sur en Iberoamerica." SEGIB.

120 Ibid

121 Ibid



Task Team on South-South Cooperation (TT-SSC)

Rationale for supporting SSC

Committed to implementing the 2008 Accra Agenda for Action's (AAA) mandate on SSC and the purposes of the 2010 Bogota Statement, the Task Team for South-South Cooperation (TT-SSC) has emerged in late 2009 under the Working Party for Aid Effectiveness (WP-EFF), a platform shared by DAC members and partner countries.¹²² In concrete terms, the TT-SSC intends to generate evidence-based good practices and policy recommendations around the triple AAA mandate of adapting the aid effectiveness principles for SSC, enriching the effectiveness agenda with SSC practices and experiences, and identifying complementarities between SSC and North-South cooperation. The TT-SSC aims to contribute to the global effectiveness agenda by promoting horizontal partnerships and peer learning, improving technical cooperation, promoting Southern expertise, and contributing to the development of national capacities. Moreover, the TT-SSC follows a recent G20 mandate to work with the UNDP to recommend how knowledge sharing, including North-South, South-South, and triangular means, can be scaled up.¹²³

Countries benefitting from support

As a policy platform, the TT-SSC currently gathers 80 countries and organizations from all over the world and remains open for any country wishing to participate.¹²⁴ LAC constitutes a central regional pillar for the TT-SSC, with Colombia acting as a co-chair (together with Indonesia) and Mexico being a member of the Steering Committee, which governs the TT-SSC.¹²⁵ Almost all South and Central American countries are reflected in the Task Team's analytical work, which has informed the 2010 Bogota High-Level Event on South-South Cooperation and Capacity Development and will feed into the 2011 Busan High-Level Forum on Aid Effectiveness, as well as the G20 development agenda.

Thematic areas/sectors covered by TT-SSC

Focusing on South-South and triangular knowledge exchange and mutual learning, the TT-SSC work plan is developed around three work streams: Analytical work, Community of Practice and Policy Outreach. As reflected in the TT-SSC case stories, the Task Team covers all thematic areas and sectors through these three work streams.

Implementation Cycle Management, Modalities, Methodologies

The main objective of the TT-SSC relates to policy-relevant analytical work, an online Community of Practitioners, and policy outreach. After generating 100 case stories on SSC for the Bogota HLE, the Task Team is now heavily involved in further work on case stories and in coordinating case studies, led by Southern academia, which intend to generate good practices and to inform policy recommendation. Furthermore, the TT-SSC maintains the online community of South-South practitioners hosted at the South-South Opportunity, www.southsouth.info. At the policy level, the TT-SSC members are committed to link policy, practice,

122 "The Task Team on South-South Cooperation at a Glance." TT-SSC <http://www.oecd.org/dataoecd/16/63/45539861.pdf>

123 "Scaling Up South-South Knowledge-Sharing: A G20 Mandate for TT-SSC and UNDP." TT-SSC <http://www.oecd.org/dataoecd/29/33/46566881.pdf>

124 "The Task Team on South-South Cooperation at a Glance." TT-SSC <http://www.oecd.org/dataoecd/16/63/45539861.pdf>

125 "TT-SSC Chairs Indonesia and Colombia Welcome the G20 Mandate to Recommend on Knowledge Sharing." TT-SSC <http://www.oecd.org/dataoecd/29/32/46566942.pdf>



and analysis, for which regional workshops and meetings of the Steering Committee are being held. The resulting policy recommendations will inform the next milestones in global development policy-making at the OECD and G20 levels.

In its 2010-2011 Work Plan, the TT-SSC also commits to contributing to developing the capacities of developing countries for designing and influencing global and national policy based on an informed understanding of SSC. Furthermore, the involvement of Southern academia is seen as a key to strengthen analytical capacities at the country level, by linking up universities and research institutes to debates on policy and practices.¹²⁶ This process has become particularly strong in LAC, where nine academic institutes are already involved as a loose network in the TT-SSC case studies.¹²⁷

Funding

The TT-SSC budget is funded by its members, with pledges from bilateral donors (such as Germany, Ireland, Japan, Korea, and USA), multilateral organizations (OAS, OECD, WBI) and developing countries (Bangladesh, Colombia, Indonesia, Mexico).

Future prospects for supporting SSC in LAC

The current TT-SSC work plan directs the Task Team to generate good practices and policy recommendations for the Busan HLF at the end of 2011, while the G20 expects the TT-SSC to provide guidance on scaling up knowledge sharing by June 2011. Given the current role of the Task Team as a platform linking policy, practice, and analysis, it can be expected that the TT-SSC will continue with a renewed mandate emerging from the Busan HLF and probably the G20 as well.

World Bank Group (WBG)

Rationale for supporting SSC

Recognizing the value of knowledge for development effectiveness, the World Bank Group (WBG) endorsed in 2009 a new Knowledge Strategy, which identifies knowledge as the WBG's core strategic asset and highlighted three main goals: capture, create, and deliver knowledge to the WBG's clients; make knowledge produced by the WBG more impact driven; and strengthen the WBG's global connector role. In this broader strategic context, the efforts in South-South knowledge exchange are housed at the World Bank Institute (WBI), which envisions acting as a global connector of knowledge and innovations of developing countries, and coordinates the South-South Experience Exchange Trust Fund (SEETF), one of the main SSC financial instruments.

Countries benefitting from support

The SEETF and the WBG's various projects are available to all of the countries in the region. Around 15 LAC countries are at different stages of involvement as providers and/or recipients. At this stage, direct use of the SEETF is documented with Dominica, Dominican Republic, Jamaica, Suriname, and Haiti.¹²⁸

126 "TT-SSC Work Plan 2010-11." TT-SSC http://api.ning.com/files/YNcFgOyU0GFPGmGgFjrQtFytMmW0kyb2IKJwRKEDzfxdrqMy6rVyOgVVaz9K3nAqtpDFy2r9T-MwY*9rgv*dKI4Q*1SPryZ/WorkplansecondphaseTTSSC_final_20100630.pdf

127 "LAC academia workshop / Taller con academia de ALyC – Some takeaways / Algunas conclusiones". The South-South Opportunity. <http://www.southsouth.info/profiles/blogs/lac-academia-workshop-taller>

128 "Brochures on Initiative." WBG. <http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/LACEXT/EXTLACREGTOPPOVANA/0,,contentMDK:22244786~pagePK:34004173~piPK:34003707~theSitePK:841175,00.html>



Thematic areas/sectors covered by WBG

While offering support in all sectors and thematic areas, health, youth, education, social policies (conditional cash transfer programs) and preventing violence constitute important pillars for the WBG's current engagement with SSC in the region.

Implementation Cycle Management, Modalities, Methodologies

One of the World Bank's operational modalities is the SEETF, which functions as a flexible funding mechanism to facilitate knowledge sharing and SSC, especially in response to demand from low-income and, more recently, also middle-income countries that want to learn from fellow developing countries.¹²⁹ Since 2008, 69 grants have been approved for mutual learning initiatives, often happening at the inter-regional level. Reflecting an experience in LAC, one of the five publicized exchanges is a joint SEETF-Commonwealth Secretariat Regional Caribbean Initiative on Keeping Boys Out of Risk.¹³⁰ The program focuses on male youth, working with best practices in the Caribbean to address cross-cutting issues of boys at risk in Latin America and the Caribbean. Within the project, modalities include a contest to identify and promote initiatives to keep boys out of risk, a high level conference, a best-practices fair, the adoption of a common platform of action, and the development and dissemination of knowledge materials.

The process for the SEETF follows a typical project proposal layout.¹³¹ However, projects are approved with the acknowledgement that projects must lead to concrete actions, such as policy or legislation. Additionally, the application process is sped up by a rolling approval policy. The SEETF is bank executed, which means the Bank directly disburses money through its Task Team Leads (TTLs) to expedite the process. In the end, a review process also conducted by TTLs ensures due oversight.

On the level of modalities, in 2000, the WBG established the Global Development Learning Network (GDLN), a network offering video-conference facilities for distance learning.¹³² Present in most of the countries in Latin America¹³³, GDLN provides services for improving learning and training activities.¹³⁴ The Network has physical infrastructure for learning and knowledge sharing, in addition to advisory services, and has access to a wealth of know-how through educational affiliates.¹³⁵

Concrete examples of the WBG engagement in SSC include the collaboration with Brazil in sharing the experiences of Bolsa Familia, a successful conditional cash transfer program, with other LAC, and non-LAC, coun-

129 "World Bank – Investing in South-South knowledge exchange." The South-South Opportunity. http://www.impactalliance.org/ev_en.php?ID=49508_201&ID2=DO_TOPIC

130 "Caribbean Initiative Focuses on Youth at Risk." WBG. <http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/LACEXT/EXTLACREGTOPPOVANA/0,,contentMDK:22244739~pagePK:34004173~piPK:34003707~theSitePK:841175,00.html>

131 The "Guidelines and Operating Procedures for Application, Approval and Execution of Grants of the Multi-Donor South-South Experience Exchange Trust Fund (SEETF)" is available from the WBG here: http://siteresources.worldbank.org/INTSEETF/Resources/SEETF_library_documents.pdf

132 "Making South-South Happen: Ten years of knowledge exchange through the Global Development Learning Network." Development Outreach. WBI. <http://wbi.worldbank.org/wbi/devoutreach/article/539/making-south-south-happen-ten-years-knowledge-exchange-through-global-develo>

133 Excepting Belize, Dominican Republic, Guyana, Jamaica, Panama and Suriname

134 "About the Global Development Learning Network (GDLN)." GDLN. <http://www.gdln.org/about>

135 Making South-South Happen: Ten years of knowledge exchange through the Global Development Learning Network." Development Outreach. WBI. <http://wbi.worldbank.org/wbi/devoutreach/article/539/making-south-south-happen-ten-years-knowledge-exchange-through-global-develo>



tries.¹³⁶ In this case, cooperation takes the form of visits to the Federal offices responsible for administering Bolsa Familia and technical cooperation. The WBG, along with several international cooperation agencies, has been vital in assisting the Brazilian Ministry of Social Development (MDS) with knowledge sharing and exchange. The Bank has invested heavily both in the program, developing and expanding the program domestically, in addition to building the capacity of MDS to share Brazil's experiences, and in the related South-South learning activities.

Additionally, the WBG, through the WBI, has become a key player for supporting country-led policy arenas, such as the Task Team for South-South Cooperation (TT-SSC) hosted at the Working Party on Aid Effectiveness of the OECD.¹³⁷ WBI also contributes to the South-South debate through an active involvement in the TT-SSC community of practitioners, the South-South Opportunity.¹³⁸

Funding

According to its business model, the WBI leverages financial resources through bilateral donor trust funds, cost recovery, and by selling its services to other World Bank units.¹³⁹ Additionally, the Institute works with 20 bilateral donor agencies and countless in-country delivery partners to share costs and be more cost-efficient in delivery, as well as to promote capacity-building in the host country.

At this time, the SEETF has received contributions from nine donors, five of which are developing countries (China, Colombia, India, Mexico and Russia), totaling 10 million USD, with a new replenishment round starting in April 2011. The financial involvement of developing countries in the Trust Fund constitutes a unique example of shared ownership and responsibility in promoting SSC.

Future prospects for supporting SSC in LAC

Firmly embedded in its strategies, the WBG has clear plans to continue and deepen its support to SSC, under the leadership of the WBI. With the successful replenishment of the SEETF and an increasing integration of SSC in the operational business of the WBG, the SSC agenda will become increasingly strong in WBG's policies and operations.

136 "Brazil World Bank: Sharing a Quiet Social Revolution." The South-South Opportunity. http://www.impactalliance.org/ev_en.php?ID=49518_201&ID2=DO_TOPIC

137 "South-South Exchanges: Call for Case Stories." WBI. <http://wbi.worldbank.org/wbi/news/2011/02/09/south-south-exchanges-call-case-stories>

138 "South-South Learning." WBI. <http://wbi.worldbank.org/wbi/south-south-learning>

139 "Learning for Development." WBI. http://siteresources.worldbank.org/WBI/Resources/wbi_brochure08-5.pdf



4. SSC IN THE CONTEXT OF REGIONAL INTEGRATION

As a response to structural development challenges, regional integration has attracted the long-standing interest and commitment of Latin American and Caribbean countries. The middle-income character of most countries enables this bid for integration, which is also seen as a form of contributing to regional and global public goods.

Often supported by external players such as the European Union, a first generation of integration has focused on economic integration, particularly trade unification, geared towards better global competitiveness and enlarged domestic markets. Recent years have seen innovative forms of integration, driven increasingly by the need for more physical connectivity (such as transcontinental infrastructure) and a common political agenda.

In both first- and second-generation integration processes, the lines separating integration from cooperation are blurry. To a good extent, South-South knowledge exchange is indeed a tool, maybe even a pre-condition for successful and sustainable regional integration. At a minimum, integration will benefit from stronger South-South cooperation in the sense that standards and rules are implemented as a process of mutual learning and joint identification of good practices. Especially the less orthodox, explicitly 'latino-centric' processes are often drawn on this idea of South-South integration, where models and solutions to common needs are identified 'from within'. At the same time, South-South cooperation also benefits from regional integration processes, as these tend to create institutional forms of facilitating exchange and learning among its members.

This mapping has included four regional integration processes, which have already accumulated experiences and models of South-South cooperation. The Caribbean Community (CARICOM), the Mercado Común del Sur (MERCOSUR), and the Sistema de la Integración Centroamericana (SICA) reflect traditional processes from the three subregions of Latin America and the Caribbean. These insights are complemented with South-South experiences in the Unión de Naciones Sudamericanas (UNASUR), which brings together MERCOSUR and the Comunidad Andina (CAN) and represents, together with the Alianza Bolivariana para los Pueblos de Nuestra América (ALBA), certainly the most important exponent of the second-generation processes.

Caribbean Community (CARICOM)

Rationale for supporting SSC

Created in 1973, the Caribbean Community (CARICOM) has been pushing for economic integration with the creation of the Single Market and Economy (CSME).¹⁴⁰ For the CSME to function properly, systems and procedures to facilitate management and administration need to be created at the national level. Consequently, CARICOM debated options for enhancing management and administration and embarked on an Attachment Programme from 2003 until 2008. Still, this project is not unique in CARICOM. The Technical Action Services Unit (TASU) of CARICOM's Secretariat describes its range of services as including promotion of systems and coordination mechanisms for effective networking, providing access to the best in regional expertise, providing interactive forums for discussing national and regional issues, disseminating information to key stake holders

140 "CARICOM – On-the-ground support to key senior officials." The South-South Opportunity. http://www.impactalliance.org/ev_en.php?ID=49185_201&ID2=DO_TOPIC



for formulating positions and perspectives, and hosting a database on regional decisions.¹⁴¹ Therefore, while South-South cooperation is, at best, rarely mentioned in CARICOM, South-South principles are thoroughly integrated into the Community's work.

Countries benefitting from support

The key beneficiaries of this support are the less developed CARICOM member states, while in practice (for example, in the training project) all of CARICOM benefits from these operations: Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat Saint Lucia, St Kitts and Nevis, St Vincent and the Grenadines, Suriname and Trinidad and Tobago.

Thematic areas/sectors covered by CARICOM

Generally speaking, CARICOM's projects cover energy, agribusiness, climate change, information technology, HIV/AIDS, and food security. Where these intersect with SSC is difficult to discern, but every thematic areas utilizes SSC-type activities.

Implementation Cycle Management, Modalities, Methodologies

CARICOM lists six main projects, which have varying relevance to a discussion of supporting SSC. For instance, CARICOM's Information and Communications Technology for Development (ICT4D) project is an initiative characterized by CARICOM guiding member states' cooperation on an ICT strategy, which incorporates technical cooperation among CARIFORUM countries as a pillar of regional integration.¹⁴²

As an example of a more on-the-ground, specific project, there is evidence within the South-South Opportunity case stories for an Attachment Programme that provides training, linking providers with those demanding support.¹⁴³ The project aimed to enhance capacities at the senior levels and thus build the capacity for implementing the CSME for further regulatory homologation. For the project, CARICOM sent nominated officials to spend five days in a related ministry in a foreign country and in seminars. The project also incentivized the development of counterpart institutions in accordance with CARICOM mandates. Furthermore, the project contributed significantly to an effective South-South modality of capacity development.

Funding

In terms of funding, the Secretariat is responsible for mobilizing resources from member states or donors.

Future prospects for supporting SSC in LAC

The prospects for SSC support by CARICOM are favorable in the sense that South-South learning serves as a relevant tool for integration, particularly for regulatory homologation.

141 "About TASU." CARICOM. http://www.caricom.org/jsp/secretariat/tasu/tasu_update_july_03.pdf

142 "Draft ICT Strategy." CARICOM. http://www.caricomict4d.org/images/stories/docs/draft_regional_ict_strategy.pdf

143 "CARICOM – On-the-ground support to key senior officials." The South-South Opportunity. http://www.impactalliance.org/ev_en.php?ID=49185_201&ID2=DO_TOPIC



Mercado Común del Sur (MERCOSUR)

Rationale for supporting SSC

Founded in 1991, the Mercado Común del Sur (MERCOSUR) utilizes SSC projects to enhance regional integration, particularly economic and trade integration.¹⁴⁴ Within MERCOSUR, there are two entities responsible for South-South activities: the Technical Cooperation Committee (El Comité de Cooperación Técnica, CCT) and the Structural Convergence Fund (El Fondo para la Convergencia Estructural del MERCOSUR, FOCEM). The Common Market Group (El Grupo Mercado Común, GMC), in Resolution No. 77/97, delineates the role and responsibilities of the CCT, which has full purview over approval, selection, and monitoring and evaluation of MERCOSUR technical cooperation projects, in addition to the identification and implementation of cooperation initiatives.¹⁴⁵ FOCEM is a fund of MERCOSUR, established in 2004 and refined in 2005, meant to fund projects benefiting less developed countries and economies and promote integration and cohesion.¹⁴⁶ Specifically, FOCEM was established at the request of Paraguay to overcome asymmetries, reflecting Paraguay's position as a lagging country in MERCOSUR, landlocked and with lower per capita income.¹⁴⁷

Countries benefitting from support

Beneficiaries include the MERCOSUR members Argentina, Brazil, Paraguay and Uruguay, the first two often acting as providers of solutions received by the latter. Also, the involvement of Venezuela has been reported.¹⁴⁸

Thematic areas/sectors covered by MERCOSUR

MERCOSUR's SSC-oriented projects tend to mainly deal with economic and trade integration issues, as well as general regional integration issues.¹⁴⁹

Implementation Cycle Management, Modalities, Methodologies

With the GMC's Resolution 47/01, the GMC outlined the CCT methodology of monitoring and evaluation, which also delineates the aspects of each project.¹⁵⁰ The methodology follows Results-Based Management (RBM) and serves as the methodology for both SSC and other forms of technical cooperation. FOCEM, on the other hand, is a fund into which member countries pay according to their economic reality.¹⁵¹ An example of an initiative funded by the FOCEM can be found in the Productive Integration Program (Programa de Integración Productiva, PIP), which includes programs under the Permanent Regional Observatory for Productive Integration (Observatorio Regional Permanente sobre Integración Productiva en el MERCOSUR, ORPIP) with the explicit purpose of horizontal technical cooperation.¹⁵² Modalities mainly include networks

144 "Report on South-South Cooperation in Ibero-America 2010." SEGIB. <http://segib.org/publicaciones/files/2010/12/sur-sur-ingles.pdf>

145 "MERCOSUR/GMC/RES No 77/97: Atribuciones y Procedimientos del Comité de Cooperación Técnica." MERCOSUR. http://www.mercosur.int/msweb/Normas/normas_web/Resoluciones/ES/Res_077_097_.PDF

146 "¿Qué es el FOCEM?" FOCEM. <http://www.mercosur.int/focem/index.php?id=que-es-el-focem>

147 "MERCOSUR Report No 13." INTAL. IADB. <http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1983949>

148 "Report on South-South Cooperation in Ibero-America 2010." SEGIB. <http://segib.org/publicaciones/files/2010/12/sur-sur-ingles.pdf>

149 Ibid.

150 "MERCOSUR/GMC/RES No 47/01: Evaluación de Proyectos de Cooperación Técnica en el MERCOSUR." MERCOSUR. http://www.mercosur.int/msweb/Normas/normas_web/Resoluciones/ES/Res_047_001_Eval-Proy-Coop-T%C3%A9cnica_Acta%204_01.PDF

151 "Report on South-South Cooperation in Ibero-America 2010." SEGIB. <http://segib.org/publicaciones/files/2010/12/sur-sur-ingles.pdf>

152 "Programa de Integración Productiva del MERCOSUR." MERCOSUR. http://www.mercosur.coop/recm/IMG/pdf/Programa_de_Integracion_Productiva_del_Mercosur.pdf



for knowledge and technology sharing and capacity building exercises. In addition, project actions include publishing periodical reports and creating and standardizing indicators regarding productive integration and commerce facilitation.

Funding

Funding for CCT is done through various means, with the Committee only facilitating finding a donor. For FOCEM, funding stems from MERCOSUR members. According to the 2010 Budget, FOCEM expected new contributions of 27 million USD from Argentina, 70 million from Brazil, one million USD from Paraguay, and two million USD from Uruguay, to add to over 300 million USD in current unspent resources.¹⁵³

Future prospects for supporting SSC in LAC

Being a strong cross-cutting line of MERCOSUR's operational agenda, the future of SSC as part of the regional integration process can be seen as secure. The integration of MERCOSUR and the CAN into UNASUR will probably provide further growth for South-South technical assistance among its members.

Sistema de la Integración Centroamericana (SICA)

Rationale for supporting SSC

As an organization dedicated to integration, the Sistema de la Integración Centroamericana (SICA) promotes cooperation between the countries of Central America for the purpose of furthering regional integration.¹⁵⁴ While based in regional integration, SICA does engage in the support of South-South activities both internally and in partnership with other regional groups, especially in the Caribbean.

Countries benefitting from support

SICA's engagement in SSC benefits primarily its member states: El Salvador, Guatemala, Honduras, Nicaragua, Costa Rica, Belize, Panama, and the Dominican Republic.¹⁵⁵

Thematic areas/sectors covered by SICA

Across economic sectors, SICA engages in economic integration, which often draws on South-South activities to improve collaboration and sharing. Moreover, examples of collaboration have also included health, science and technology, and other sectors.

Implementation Cycle Management, Modalities, Methodologies

One example of a SICA initiative along the lines of SSC is the Central Statistical Commission (CENTROESTAD) of SICA, which serves as a platform for sharing statistical information.¹⁵⁶ The activities of the CENTROESTAD project intend to gear the individual governments towards a concerted approach to developing systematized statistics. On the other hand, SICA's Nutritional Institute of Central America and Panama (Instituto Nutricional

153 "MERCOSUR/CMC/RES No 16/09: Fondo para la Convergencia Estructural del MERCOSUR Presupuesto 2010." MERCOSUR. http://www.mercosul.org.uy/innovaportal/file/655/1/DEC_016-2009_ES_Presupuesto%20FOCEM%202010.pdf

154 "Centroestad." SICA. http://www.sica.int/sica/centroestad_en.aspx?Idm=2&IdmStyle=2

155 "SICA in brief." http://www.sica.int/sica/sica_breve_en.aspx?IdEnt=401&IdmStyle=2&Idm=2

156 "Centroestad." SICA. http://www.sica.int/sica/centroestad_en.aspx?Idm=2&IdmStyle=2



de Centroamérica y Panama, INCAP) has been involved with several other multilaterals on a Food and Nutrition Surveillance System (Sistema de Vigilancia en Alimentación y Nutrición, SISVAN) in Honduras, as part of a series of projects aiming to share best practices in food and nutrition security.¹⁵⁷ Moreover, the Central American Parliament helps disseminate best practices in the fight against hunger.¹⁵⁸ Despite these relevant efforts, as SEGIB notes in its 2010 Report, SSC is not yet fully institutionalized in SICA.¹⁵⁹

Funding

Funding comes from the members of SICA, Finland, Spain, and other countries developed and developing, for various projects and activities.

Future prospects for supporting SSC in LAC

Like many other processes, South-South activities will continue for the purpose of integration.

Unión de Naciones Sudamericanas (UNASUR)

Rationale for supporting SSC

As a reflection of an integration movement, the Unión de Naciones Sudamericanas (UNASUR) is strongly dedicated to physical and economic integration, and this is the main basis of SSC-type activities.¹⁶⁰ Importantly, the South American Initiative for Regional Infrastructure Integration (IIRSA for the Spanish Iniciativa para la Integración de la Infraestructura Regional Sudamericana) is a part of UNASUR and constitutes a good example of how UNASUR walks a fine line between integration activities and the promotion of SSC.

Countries benefitting from support

At this time, IIRSA projects are just moving into implementation, but the 336 projects under consideration will assist all of the countries in UNASUR.¹⁶¹ Projects are formulated and implemented by sub-regions, in accordance with sub-regional plans, with the intent that the countries in these areas will cooperate with one another to collectively the areas under IIRSA guidance.

Thematic areas/sectors covered by UNASUR

As the name would imply, IIRSA projects specifically target infrastructure to improve infrastructure integration among members of UNASUR.¹⁶²

Implementation Cycle Management, Modalities, Methodologies

IIRSA coordinates intergovernmental cooperation in order to improve infrastructure and encourage territorial

157 "Informe Annual de INCAP 2007." INCAP. SICA. http://www.sica.int/busqueda/busqueda_archivo.aspx?Archivo=in fo_27957_1_17092008.pdf

158 "Eje Temático: Cooperación Sur-Sur: Contribuciones parlamentarias en la lucha contra el hambre, experiencias desde el Parlamento Centroamericano." FAO. <http://www.rlc.fao.org/frente/pdf/exp10.pdf>

159 "Report on South-South Cooperation in Ibero-America 2010." SEGIB. <http://segib.org/publicaciones/files/2010/12/sur-sur-ingles.pdf>

160 "Implementation Agenda based on Consensus 2005-2010." IIRAS. http://www.iirsa.org/BancoMedios/Documentos%20PDF/aic_2005_2010_assessment_report.pdf

161 Ibid

162 Ibid



integration.¹⁶³ IIRSA develops projects in coordination relevant government institutions and matches these projects with public investment. The projects are designed to overcome major bottlenecks in infrastructure with a methodology that creates and relies on consensus. As it pertains to SSC, however, these projects certainly lean toward SSC activities, as they are projects of technical cooperation between countries with IIRSA oversight. IIRSA serves to facilitate and ensure cooperation and learning, through which the various countries learn from one another to develop harmonized and more effective policies. IIRSA has developed monitoring and evaluation frameworks and meets regularly to discuss the Project Portfolio, which is the group of potential projects to be implemented. Projects are implemented through country focal points, using domestic institutions. Moreover, project designs are based on hubs that cross national boundaries to create more sensible zones that are congruent with infrastructure needs. IIRSA has identified the services it needs to provide as follows: instruments for funding regional physical integration projects, energy integration, facilitation at border crossings, information and communications technology, air transportation operating systems, maritime transportation operating systems, and multimodal transportation operating systems. Examples of proposed projects illustrate that IIRSA includes domestic and SSC projects.¹⁶⁴

Funding

Funding for projects comes mainly from regional development banks, which IIRSA officials hope will encourage investment.¹⁶⁵

Future prospects for supporting SSC in LAC

While these projects are not explicitly recognized as SSC, the strong political motivation of integration, which is driving these projects will continue to push the IIRSA.

163 "Indicative Territorial Planning: IIRSA Project Portfolio 2010: Section I." IIRSA. http://www.iirsa.org/BancoMedios/Documentos%20PDF/lb10_introduction_and_section_i.pdf

164 "Indicative Territorial Planning: IIRSA Project Portfolio 2010: Section IV." IIRSA. http://www.iirsa.org/BancoMedios/Documentos%20PDF/lb10_section_iv_central_interoceanic_hub.pdf

165 "Implementation Agenda based on Consensus 2005-2010." IIRAS. http://www.iirsa.org/BancoMedios/Documentos%20PDF/aic_2005_2010_assessment_report.pdf



5. THE HOW MATTERS TOWARDS EFFECTIVE MULTILATERAL SUPPORT

As we have seen in the previous pages, the LAC countries are able to draw on a manifold menu of multilateral support options for SSC. While this diversity is seen as a welcome contribution, many countries have also expressed high expectations with respect to an increasingly useful and effective role of multilateral organizations as connectors and facilitators.

In this sense, the “how to” of multilateral support to country-driven SSC deserves further analysis and a better understanding of the aspects critical to the effectiveness of multilateral contributions. According to the current state of the debate, factors for high-quality multilateral support might include the areas of:

- Matching demand and supply,
- Improving the capacities of South-South partners,
- Enabling the emergence of good practices through documentation and learning, and
- Ensuring communication and increasing collaboration of the multilateral players supporting SSC.

The experiences with these four aspects have been reviewed for this mapping exercise, in order to address some of the basic ingredients needed for multilateral organizations and platforms desiring to effectively promote SSC in LAC. Rather than claiming to cover the complete range of available examples, the following pages summarize snapshots of existing initiatives identified during the mapping process. Deeper insights on the actual performance and opportunities in different multilateral organizations and platforms will require more specific assessment tools and a broader debate with countries and multilateral organizations. Given the lead role of Latin America and the Caribbean in South-South knowledge exchange, a more detailed analysis might indeed provide sensitive lessons for a consistent adaptation of multilateral mechanisms around the world to the opportunities and demand in their member countries (see also recommendations in section 6).

How to match demand and supply

Brokering between demand and supply is one of the most important added values that multilateral organizations can provide to developing countries engaged in South-South cooperation. In the absence of a central match-making platform, countries and organizations tend to use a range of tools to offer and request knowledge and expertise from their peers, including thematic workshops or conferences, political relations such as Joint Commissions (“Comisiones Mixtas”), institutional arrangements, and of course, multilateral networks. There is a high potential for multilateral support to bring together countries desiring to learn with those desiring to share, especially in cases where the multilateral actor is present through country offices and/or specific focal points, which can reach out to and coordinate with national partners and connect them with peers in other countries. Using a strategic approach, multilateral networks can then enable and validate information on available knowledge sources, while also ensuring a demand-driven character of South-South cooperation.

Most of the multilateral organizations and platforms reviewed for this mapping are in a good position to connect demand and supply from the Latin American and Caribbean countries. WBG, IADB and the UN system have offices in all countries, which enable them to identify key players and opportunities through direct interaction. One of the most developed approaches has been detected in the WBI, which intends to consolidate its role as a global broker for South-South knowledge exchange. Operationally, WBG’s Country Assistance



Strategies will be the main framework to capture demand and supply, where country offices play an essential role, while WBI provides support for capacity development (see below). In other cases, the match is made through specialized thematic networks, such as IADB's Regional Public Goods Program or UNDP's Communities of Practice and the events conducted by UNDP's thematic clusters. Some of these networks have already achieved a high degree of institutionalization, such as UNESCO's ISTIC or ILO's CINTERFOR. Also, organizations with less or no presence at the country level can engage in facilitating demand-driven match-making. SEGIB is an outstanding example, as both its annual report and the Ibero-American Program facilitate deep insights on who can share knowledge and expertise on what issues, valuable information which then can be used for bilateral cooperation. UNEP offers a specific platform for exchange through its Clearing House Mechanism, addressing specialized practitioners. For its part, the OAS is very active in building networks of experts addressing specific development challenges, such as the Inter-American Network for Labor Administration. Another example is CARICOM's exchange program for generating domestic capacities around the regional economic integration into a single market. Also in the Caribbean, the CDB has a unique approach that links individuals and institutions demanding consulting services with able professionals in the region, who serve as advisors with best practices and lessons learned from personal and professional experience.

While most experiences are focused on thematic networks of professionals and experts, there are only limited overarching efforts, which might bridge country-to-country exchanges at a more strategic level. One way of moving ahead can be found in the SEETF of the WBG and SEGIB's Ibero-American Program, both of which offer funding and modalities for South-South knowledge exchange, independently from its sector focus and, in the case of the SEETF, also enabling exchanges with countries of other regions such as Africa or Asia.

In the future, multilateral support in LAC will become more relevant for ensuring a more efficient, transparent and coordinated match between demand and supply. As key elements, the need to improve information on and access to available knowledge in specific sectors should be considered, while also ensuring basic criteria for quality, such as the demand-driven character of SSC and compliance with good practices.

How to support capacity development of countries providing SSC

One of the bottlenecks for knowledge sharing to become a widespread tool of development cooperation can be found in the limited capacities of many South-South partners to share knowledge and solutions over a sustained period of time and at a larger scale geared towards results. Several Latin American and Caribbean countries are already investing in their policy and institutional framework to strengthen their role as South-South providers. Examples include Brazil's cooperation agency ABC, Colombia's agency Acción Social or Mexico's recently endorsed AMEXCID. Furthermore, national South-South programs are being developed in smaller countries such as Uruguay or Honduras. The niches for multilateral organizations active in the region are therefore more than promising, as most of their member countries desire to improve their capacities at all levels: policy, institutional, and operational result-oriented modalities.

And in fact, several multilateral organizations are already planning for supporting countries' capacities in the provision and channeling of development knowledge. UNDP has become a key partner for capacity development at all levels, and is collaborating with some LAC countries, such as Colombia, in setting up and strengthening not only the scale, but also the quality and sustainability of engaging in South-South cooperation. Other UN agencies such as UNESCO and UNICEF also refer to capacity development as a fundamental condition for effective South-South cooperation, as part of a long-standing and cross-cutting commitment to ca-



capacity development in general. Similarly, the WBG, through the WBI, is setting up a global platform of services to support brokering, design, financing, and implementation of results-oriented exchanges among countries, within an operational lifecycle approach. At the modality level, WBI not only supports demand-driven capacity development, but also offers its videoconference network GDLN in order to improve the connectivity of South-South players. It can be expected that the role of the WBG as a global connector will add strong value for countries desiring to learn from each other how to set up and sustain an efficient South-South framework, which might include cross-regional learning. Learning and exchange among political authorities and agencies in charge of South-South cooperation also plays a strong role in the SEGIB program, particularly through its Ibero-American Program, which facilitates direct structured exchanges through workshops, exchanges, and a bank of best practices.

Over the next years, the demand for multilateral support for capacity development will probably increase substantially. With traditional ODA being withdrawn from the region and many sources of expertise emerging in the region, Latin American and Caribbean countries are increasingly aware of their role as knowledge providers and of the need for a consistent policy framework, a sound institutional set-up, and effective operational modalities. Complementing the support of traditional bilateral donor agencies such as German GIZ or Spanish AECID, the added value of multilateral organizations relates to the opportunity to (a) facilitate exchanges among countries on the best policy options, program developments, and institutional solutions, and (b) contribute to generating a common understanding of what is needed to be a strong South-South partner.

How to move towards good practices

Despite its long-standing history, knowledge and analysis on what works and what does not work in South-South cooperation is still limited. However, lessons learned, criteria for quality, good practices, and the innovation of modalities will all be critical for the South-South knowledge exchange to become a full-fledged, effective form of development cooperation. At the policy level, some Latin American and Caribbean countries are already working on evidence-based good practices and quality benchmarks. Given their institutional capacities and direct access to wide-spread information, multilateral organizations have a critical role to play, especially with respect to gathering lessons and comparing factors leading to success or failure.

In practice, the most relevant tool for collecting and processing data on South-South cooperation in the region is SEGIB's annual report. Through the Ibero-American Program, the SEGIB members are working on a database of good practices, with a first series of 'successful cases' already published in the 2010 report. Specific information, including research, on South-South cooperation is also produced and captured by UN agencies such as UNDP, ECLAC and PAHO. For example, UNDP, through the SU/SSC, produces two major publications (Cooperation South and Sharing Innovative Experiences), which serve to disseminate information on South-South activities. For its part, ECLAC has a detailed report on its SSC activities with extensive references to the implementation. In sum, almost all organizations reviewed for this mapping have fairly straightforward systems for disseminating knowledge, including newsletters and periodical publications, such as annual reports.

Good practices and lessons learned are collected in many multilateral platforms, although the degree of accessibility and coverage varies from institution to institution. WBG and the TT-SSC explore global, cross-sector good practices for South-South knowledge exchange as a tool for development, backed by analytical work such as case stories and case studies, many of them addressing experiences in Latin America and the Caribbean. IADB, UNDP, UNICEF, WFP, and PAHO are focusing on lessons learned in specific sectors, which do



not necessarily cover the whole thematic range of their South-South support, but refer directly to practical experiences made with their member countries. Among regional integration platforms, such as CARICOM, MERCOSUR, SICA, and UNASUR, good practices have been included in policy discussions but are not easy to access at this stage.

In the years to come, more and more countries will aim to improve their information systems and result management in South-South cooperation, which are critical for accountability (for example, towards their domestic constituencies) and for learning about factors for success or failure, which ultimately refer to good practices and quality benchmarks. Multilateral support in these areas could address both the development of national information and result management systems, on the one hand, and the emergence of regional registers capturing cross-country data and lessons learned, on the other. While several organizations are well-positioned in specific sectors and niches, there is also a need for coordinating and cross-fertilizing the efforts among the different multilateral platforms. The consistent advances at the SEGIB level show that this will also require the strong leadership of the countries desiring to share data and agree on good practices.

How to communicate and collaborate among multilateral platforms

Mapping the efforts of 20 regional organizations and platforms, this analysis neatly reflects the diversity and, to a certain extent, the fragmentation and lack of coordination and collaboration of multilateral support in South-South cooperation in Latin America and the Caribbean. From the country perspective, the menu of options is being enriched, but at the same time the overview on “where to request which kind of support” becomes increasingly difficult. And for multilateral organizations, complementarity of efforts gain weight in the face of the risk of overlapping and duplicating efforts which are also related to the lack of information on “who is doing what.” Finally, multilateral organizations also need to define more clearly their niche and the values added with respect to other inter-governmental formulas, thereby looking into “who is doing what *best*”.

Up to today, a certain degree of coordination among multilateral organizations in Latin America and the Caribbean already takes place at the level of collaborating around policy and projects. The potential to coordinate mechanisms and programs is still to be further exploited, as this also implies additional political backing by the countries. At the policy level, almost all UN agencies are involved at least indirectly in the UN policy process led by the UN Special Unit for South-South cooperation, which also provides the framework for the upcoming South-South Expo in Panama. Several multilateral organizations, such as CARICOM, IADB, OAS, PAHO, UNDP and WBG are members of the TT-SSC. Among SSC programs, first attempts for coordination are being made through the UN inter-agency group established in October 2010, which discusses approaches and programs of the involved UN agencies. A central success factor for coordination to happen might be found in country leadership, such as Colombia gathering OAS and other regional organizations’ collaboration in its Strategy with the Caribbean. Another example is the Global Environment Facility (GEF) program on alternative malaria vector control in Central America implemented by PAHO and the United Nations Environmental Program (UNEP), with the assistance of the Commission for Environmental Cooperation of North America (CEC). PAHO has also established a forward-looking model of biennial technical cooperation work plans with subregional entities (CARICOM, SICA, MERCOSUR and Andean Community) with specific budget allocations. Finally, the Ibero-American Program has generated contributions of TT-SSC and OAS in its training activities for cooperation authorities throughout the region.

In the near future, multilateral support to South-South cooperation will become more diverse, while many



organizations will invest in more programmatic and strategic approaches. To address this challenge, better mechanisms for communication and collaboration, such as working groups, need to be established. A pragmatic approach is needed where formal coordination might be difficult to achieve in the short run. At any rate, more debate is needed to clearly identify the comparative advantages of each player, which needs to be developed from the perspective and leadership of the member and client countries. Successful experiences at the country level and progress in coordinating policy approaches indicate that there is a fertile ground for creating a more efficient architecture of multilateral support to the South-South agenda in Latin America and the Caribbean.



6. RECOMMENDATIONS

NEXT STEPS FOR UNDP'S SUPPORT OF SSC

This mapping exercise shows that UNDP, and in particular the RSC in Panamá, might add specific value by **further engaging in capacity development**, in terms of both developing national capacities through demand-driven South-South knowledge exchange and supporting institutional and operational capacity development of LAC countries and organizations offering models and solutions. As other multilateral organizations, specifically the SEGIB and the WBG, are or will be working intensively in this direction, fluent communication and information sharing could be a first essential step towards pragmatic coordination among these multilateral players.

Secondly, considering its mandate for facilitating the work of the UNS around SSC, UNDP should continue **investing in regional collaboration around multilateral support**, for which the recently launched regional UN inter-agency group is a promising starting point. It might be useful to open this working group to the whole family of UN agencies active in LAC South-South knowledge exchange, independently from the place of their regional headquarter. At the country level, further steps could be explored around including South-South support in the new generation of UN Development Assistance Frameworks. In addition, the inter-agency group should build informal linkages with the most relevant non-UN multilateral players in the region, some of which not only have achieved a high degree of legitimacy, but also have essential lessons and models to share. Flexible mechanisms could be created so that information and communication can flow, while more formal formats might be envisaged in the longer run.

Thirdly, and as a tool for further dynamizing the debate of the inter-agency group internally and with its partners around the opportunities of multilateral support, a **survey should address the perspectives of both the multilateral organizations and the LAC countries**, especially their cooperation authorities and agencies, but also the line ministries (such as health and education) and decentralized governments. As a second phase of this mapping, the survey should not only validate and complete the data gathered for this mapping, but also look into the qualitative aspects of multilateral support to SSC in LAC, such as the innovative operational models, match-making between demand and supply, capacity development for South-South providers, knowledge management, and collaborative approaches. The outcomes should allow contrasting policy and operational expectations from the countries with actual or potential multilateral support, while also inform and enable collaboration and, in the longer run, coordination among the multilateral players.

Finally, UNDP with its UN and other multilateral partners should see their commitment with country leadership and quality as an outstanding opportunity to **create a true model of regional approaches to multilateral SSC support**. Both analysis and action around collaborative approaches might become a model for other regions where information and support are more fragmented and less country-driven. Especially with a view to the Regional South-South Expo in April 2012, concrete initial steps should be taken, for example with a road map endorsed by the inter-agency group and its other multilateral partners, to position and share the advances and prospects of multilateral support in LAC within the global community at UN, G20, OECD and others.



ANNEX 1

A SUMMARY TABLE: MULTILATERAL SUPPORT TO SSC IN LAC

Disclaimer: The following table summarizes the findings of this initial mapping exercise of where multilateral institutions and processes are supporting South-South knowledge exchange, crossing countries with broad sectors covered. Despite the pilot character of this mapping, the table should be seen as a tool for further mapping and coordination, which needs to be validated, updated and complemented with more exhaustive data from the different organizations and platforms involved. Moreover, many support schemes are encompassing the whole region (or sub-regions) and/or addressing more than one sector (sometimes all sectors), which is difficult to include in such a summary effort. Example for broad support can be found especially in the work of the UNDP Special Unit, the WBG, the IADB, and the TT-SSC. It is also critical to highlight that the sectors cover a quite broad range of themes and multilateral support in these sectors can take a wide range of financial scope, methodologies and quality (see also section 5). In other words, two or more institutions working in one sector is not, by any means, an indication for overlapping, but should rather be seen as an invitation to generate more solid information on who is doing what, and how, so that actual complementarities can be identified in the future.



	Education and culture	Childhood and youth	Environment (incl. sustainability)	Agriculture and food security	Health	Social Sector	Economic Development (incl. trade)	IT, Infrastructure, science, etc.	Public sector	Gender	Cross-sector
LAC (regional)	ECLAC, OAS	ECLAC, WFP	ECLAC, UNESCO, UNDP-LAC, OAS, UNEP	ECLAC, WFP	ECLAC, UNICEF, UNDP-LAC, PAHO (AMPES)	ECLAC, WBG, OAS	OAS, ECLAC, ILO (CINTERFOR)	ECLAC, OAS, UNESCO, WBG (GDLN)	ECLAC, OAS, UNDP-LAC (multiple r)		IADB, WBG, UNDP-LAC, SEGIB, OAS, TT-SSC, SU/SSC
Caribbean		WBG (SEETF)		FAO (SPFS-r)		CDB, OAS (r)	CARICOM (CSME)	CARICOM (ICT4D)			
Central America				SICA, PAHO (INCAP)							
South America					PAHO (Com. Andina)			UNASUR (IIRSA)			
Argentina	UNICEF (p), SEGIB	UNICEF (p), SEGIB	SEGIB, ECLAC (p), UNEP		PAHO		ECLAC, MERCOSUR (p)	SEGIB, UNASUR	SEGIB	UNDP-LAC	
Barbados						CDB	CARICOM	CARICOM			
Belize			UNDP-LAC	SICA	PAHO	CDB	ECLAC, CARICOM	CARICOM			
Bolivia		WFP, SEGIB	UNESCO, UNEP		PAHO, UNICEF (r)	ILO (r)	ECLAC, MERCOSUR	SEGIB, OAS (r), UNASUR	SEGIB, UNDP-LAC (p)		
Brazil		PAHO (p), UNICEF, SEGIB	UNESCO, ECLAC (p), UNEP		PAHO, UNICEF (p)	ILO (p), WBG (p)	ECLAC, MERCOSUR (p)	SEGIB, OAS (p), UNASUR	SEGIB, UNDP-LAC (p & uns.)	UNDP-LAC	
Chile	UNICEF (r), SEGIB	WFP (p)	SEGIB, ECLAC (p)	FAO (SPFS-p)		OAS (p)	ECLAC, MERCOSUR	SEGIB, UNASUR	SEGIB	UNDP-LAC	
Colombia	SEGIB	SEGIB	UNDP-LAC (p), ECLAC (p)		PAHO, WFP	WBG (r)	ECLAC	SEGIB, UNASUR	SEGIB, UNDP-LAC		UNDP-LAC (MDGs)
Costa Rica	SEGIB		UNDP-LAC, SEGIB, UNEP (p)	SICA		WBG (r)	ECLAC, UNDP-LAC	SEGIB	SEGIB	UNDP-LAC	
Cuba			UNESCO, UNEP	FAO (SPFS-p)	PAHO			SEGIB			
Dominican Republic	SEGIB	UNICEF	SEGIB, UNEP (r & uns.)	SICA	WFP		ECLAC	SEGIB (not in GDLN)	SEGIB		
Ecuador	SEGIB		SEGIB		UNICEF (p), UNDP-LAC (p), WFP	ILO (r)	ECLAC	SEGIB, UNASUR	SEGIB		
El Salvador			UNDP-LAC, SEGIB, UNEP (r)	SICA	PAHO, WFP		ECLAC, UNDP-LAC	SEGIB	SEGIB, UNDP-LAC (r)		
Guatemala		UNICEF	UNDP-LAC	SICA, FAO (SPFS-r)	PAHO		ECLAC, UNDP-LAC				



	Education and culture	Childhood and youth	Environment (incl. sustainability)	Agriculture and food	Health	Social Sector	Economic Development (incl. trade)	IT, Infrastructure, science, etc.	Public sector	Gender	Cross-sector
Guayana					PAHO	CDB	CARICOM	CARICOM, UNASUR (not in GDLN)			
Haiti		UNICEF (r)	UNEP	FAO (SPFS-r)	PAHO	ILO (r)	CARICOM	CARICOM			
Honduras		PAHO (r), UNICEF	UNDP-LAC (r & uns.), UNEP (r)	SICA			ECLAC, UNDP-LAC	SEGIB			UNDP-LAC (MDGs)
Jamaica						CDB	CARICOM	CARICOM (not in GDLN)			
Mexico	SEGIB	UNICEF	ECLAC (p), UNDP-LAC (p), UNESCO, UNEP				ECLAC	SEGIB, OAS (p)	SEGIB, UNDP-LAC (r Mex. City)	UNDP-LAC	
Nicaragua		UNICEF, UNDP-LAC	UNDP-LAC, UNEP	SICA	PAHO		ECLAC, UNDP-LAC	SEGIB			
Panamá			UNDP-LAC, SEGIB, UNEP	SICA		WBG (r)	ECLAC	SEGIB (not in GDLN)	SEGIB		UNDP-LAC (MDGs)
Paraguay		WFP, SEGIB	SEGIB, UNEP		PAHO	ILO (r)	ECLAC, MERCOSUR (r)	SEGIB, UNASUR	SEGIB		UNDP-LAC (MDGs)
Peru		SEGIB	UNESCO, SEGIB, UNEP		PAHO, UNDP-LAC (p)	WBG (r)	ECLAC	SEGIB, UNASUR, OAS (r)	SEGIB		
Surinam	SEGIB						CARICOM	CARICOM, UNASUR (not in GDLN)			
Trinidad & Tobago						CDB	CARICOM	CARICOM			UNDP-LAC (MDGs)
Uruguay	SEGIB	SEGIB	UNDP-LAC, SEGIB, UNEP		PAHO	ILO (p)	ECLAC, MERCOSUR (r)	SEGIB, UNASUR	SEGIB	UNDP-LAC	
Venezuela		SEGIB, UNDP-LAC					ECLAC, MERCOSUR	SEGIB, UNASUR	SEGIB		

Explicación de las abreviaturas r = receptor, p = proveedor, ne. papel no especificado



ANNEX 2

SOUTH-SOUTH ACTIVITIES OF REGIONAL UNDP CLUSTERS

The Panama-based Regional Service Center (RSC) of the United National Development Program (UNDP) organizes most of its thematic work around clusters and practice areas directly related to development challenges that UNDP addresses as part of its mandate. Over the past years, almost all thematic clusters have integrated South-South exchanges as a powerful tool in their work, fostering mutual learning both among country practitioners and among officials from UNDP's country offices. The UNDP RSC has already started to map these efforts in a systematized way. Without being exhaustive, the following pages reflect some of the most relevant activities of the UNDP clusters in promoting South-South knowledge exchange.

CLUSTER POVERTY REDUCTION AND MDGs¹⁶⁶

South-South cooperation is a key area of work for the MDG/HD Cluster. The ongoing publications of reports (e.g. Regional and Subregional Human Development reports, the report on Equity and Sustainability, etc) aim at widening and improving the spaces through which valuable information can be shared. This concept is applicable also to the MDG knowledge products (the Bulletin and the Observatory). They seek to provide users with comprehensive, concise and interactive resources on MDGs with emphasis on the LAC region. The Bulletin features a selection of MDG best practice briefs from countries in the region, in addition to current news, relevant publications and links. The MDG Observatory for LAC (MDGOL), is a knowledge platform designed to monitor past MDG progress and estimate the likelihood of MDG achievement in 23 LAC countries. The idea behind these tools is for COs use them to learn and potentially replicate these experiences in their own context.

A knowledge sharing series of publications was also launched across the region, showcasing systematized experiences by countries around the region on work done in this thematic area that can be transferred to other countries in relatively different contexts (called "Shared Knowledge on MDG"). This process has been finalized in Panama, Paraguay, Colombia, Honduras and Trinidad & Tobago. Finally, the Equity and Sustainability Report that was designed and produced in 2010 offers 11 case studies that show best practices to accelerate and sustain MDG Progress in the LAC region "Equity and Sustainability: In progress towards the MDGs", thus providing elements for South-South transfer of experiences and collaboration within the region.

CLUSTER ENERGY AND ENVIRONMENT

In the **Carbon 2012** programme, a fair was held in Honduras where Mexico provided lessons learned and best case practices in national and regional energy efficiency programs. In Uruguay a workshop was conducted with an expert from New Zealand shared experiences regarding carbon footprinting for exporting chains.

In the **Policy 2012** programme, excellent examples of South-South Solutions are the Regional Meetings held under Policy 2012 in Rio de Janeiro on October 2009 and in Santo Domingo on September 2010. These meetings about Climate Financing and Long Term Developing Planning convene experts and stakeholders from Latin-American countries that contributed to considering different perspectives and allowed a variety of discussions on CC by fostering South-South cooperation. The dialogues examined questions related to the

¹⁶⁶ This section has benefitted from the contributions of the Regional Centre Clusters



current regional experience to assess the financial and economic needs for CC adaptation and mitigation, including analysis and support for: access to financing; options for decision makers to integrate long-term CC financing with economic planning and development; considerations of national regulatory frameworks and policies for financing and investment; and financial needs to face CC as well as an analysis of the impact of the outcomes of the negotiations under the UNFCCC in the region.

The methodology to conduct these meetings included presentations on lessons learned on evaluations and studies carried out in the Latin America region, and how to improve the national capacities to attract and promote investment and finance to face CC. It also had presentations and discussion divided in working groups about: key experiences, tools and good practices for mitigation and adaptation activities and national planning on CC; key experiences to promote CC financing activities at national and regional levels; and options for national governments to improve their negotiating positions in order to benefit and participate in the UNFCCC future financial architecture.

As an overall results both meetings have managed to get together more than 160 participants from 19 Ibero-American countries, including participants from ministries of economy, planning, finance, science and technology, environment, the national UNFCCC focal points, and a large number of public and private financial institutions, civil society and NGO's, to discuss how to integrate CC in the national long term development and financial planning.

In **Protected Area Financing**, a Regional Report that was launched this year compares and aggregates official financial data and qualitative insights about the health of protected area (PA) financial sustainability for 20 Latin American and Caribbean (LAC) countries. It is the first time ever that information has been collected using a comprehensive and consistent methodology across countries in one region. UNDP and TNC then analyzed the results and prepared a regional report on financial status, trends and recommendations for country action and the identification of the strongest examples in the region for different elements of financial sustainability. The information thus supports South-South cooperation in the hope that each country can find other countries to provide good examples of how to strengthen the weak elements of their system.

CLUSTER CRISIS PREVENTION AND RECOVERY

Under the framework of **Urban Risk Programme** two experiences exchange took place in 2010. First there was one visit of Central America participants to Colombia (26 to 30 July 2010) where 23 experiences were disseminated across 3 field visits and 12 National Institutions, reaching almost 40 south-south agreements. Secondly there was an exchange visit between Colombia and Costa Rica (2 and 3 of September 2010). Under the area of **Citizen Security** it has been developing a South-South Cooperation Agreement between Colombia and Brazil on CS issues, as well as the 21 agreement that were achieved as the result of the Compromiso Centroamerica knowledge fair in October.

DEMOCRATIC GOVERNANCE CLUSTER¹⁶⁷

The **SIGOB** (Management Systems for Governance) is a regional project of the Democratic Governance Practice Area/RBLAC. One key sample of SSC is the one with the Office of the President of Brazil, where SIGOB has successfully supported an initiative to strengthen the strategic monitoring and implementation of public

¹⁶⁷ This section has benefitted from the contributions of the Regional Centre Clusters



policies. The Brazilian experience has been shared with the Office of the President of El Salvador and the Government of the City of Mexico. There have also been requests from countries in other regions (por ejemplo, Egipto).¹⁶⁸

The **PAPEP** (Political Analysis and Prospective Scenarios Project) is a regional project of the Democratic Governance Practice Area/RBLAC. The PAPEP has supported national actors and institutions in 12 different countries in the region, developing capacities for strategic analysis. It has been acknowledged as a key and relevant means to promote South-South solution in and outside the region.¹⁶⁹

PROLOGO (Local Governance Proposals) is a regional initiative of the Democratic Practice Area that is being implemented since 2008 by the UNDP LAC Regional Centre and has the support of the *Generalitat Valenciana*. The purpose of PROLOGO is to promote local governance through the promotion of dialogue, consensus building, public policy incidence, transparency and accountability and citizen participation. PROLOGO started in three and different Latin American Municipalities: Santa Tecla - El Salvador (population about 140,000), Cartagena-Colombia (population of the entire municipal district at nearly 1 million) and El Cercado-Dominican Republic (population of about 26,000). In each of these municipalities, under the leadership of the LAC Regional Service Centre, PROLOGO worked through the respective UNDP Country Offices. In each one, a number of important alliances and partnerships have been forged with the municipalities and an array of non-governmental organizations that total over 120 have benefited directly. Two of the five strategic line of work of PROLOGO have direct impact on SSC: the establishment of a knowledge platform to access, share and exchange to tools, information and best practices about local governance; and the promotion of a regional network as a means to replicate experiences and design sustainability strategies. As such, PROLOGO has been validated by an external evaluation to be a successful means to promote SSC.

One key event of PROLOGO organized to exchange, interact and promote SSC was the Forum “Building and Strengthening Networks to Promote Local Governance,” which took place in September 2010 in Panama City. It brought together more than 40 participants from different countries, including mayors and local civil society leaders, the Director of the Cooperation for Development and Solidarity Area of the Generalitat Valenciana (the funder of PROLOGO), seven UNDP Country Offices, the International Coordinator of the ART-UNDP Initiative from Geneva, the UNDP Virtual Academy, a representative from FLACSO—Mexico (a key higher learning institution in Latin America), and students from the Course on Local Governance and Decentralization Processes for Human Development. The purpose of the forum was to open a space for knowledge, systematization and dialogue about local governance initiatives in the Latin American region. The event received major regional and international press coverage, even outside the region.

PROLOGO has also produced three documentaries that feature the opportunities and challenges for local governance in Cartagena, Santa Tecla, and El Cercado. The documentaries depart from a modest proposal: let’s learn from these three experiences. Each of the videos gathers the experience of the three municipalities, as told by the actors and stakeholders involved. The documentaries were part of a process that has included the identification of a theme, systematization, validation and production. The audiovisual format (in English and Spanish) allows its wide dissemination and for an effective transfer of practical knowledge, including its pedagogical use. Also, a Basic Manual on Local Governance for Human Development (available in Spanish, and English). Both are strategic tools to promote SSC.

¹⁶⁸ <http://www.sigob.org/sigob/>

¹⁶⁹ <http://www.papep-undp.org/>



Similarly, the capacity-building component of PROLOGO has served as a strategic platform for SSC on grass roots leadership and tools to influence public policies. The course was a partnership between the UNDP LAC RSC and the UNDP Virtual School, and was implemented originally in Colombia, El Salvador and the Dominican Republic, and was replicated in Honduras and Guatemala. For more information see <http://www.regionalcentre-lac-undp.org/en/democratic-governance/66>

The Transparency and Accountability in Local Governments (TRAALOG) is a regional initiative of the Democratic Governance Practice Area that is being implemented since 2010 by the UNDP LAC Regional Centre and has the support of the Democratic Governance Thematic Trust Fund (DGTTF), the Global Thematic Programme on Anti-Corruption for Development Effectiveness (PACDE), and the Spanish Trust Fund. The TRAALOG focuses exclusively in assisting a selected number of UNDP Country Offices in the Latin America and the Caribbean Region to address transparency and accountability in local governments, as a means of strengthening democratic governance by sharing knowledge and best practices, improving the delivery of social services, making policies more responsive to people's needs and promoting ethics and oversight of decisions and policies. As such the TRAALOG has two specific objectives: 1) The provision of technical assistance to specific UNDP Country Offices designed to support expanded and more focused anti-corruption programming at the local level; and 2) The development of technical assistance packages and tools designed to enable local governments to operationalize the principles of transparency and accountability by undertaking specific institutional strengthening efforts.

The TRAALOG targets small initiatives at the local level that can be scaled up through policy support, development and systematization of knowledge products and tools, capacity development and partnerships. Even though it is less than one year old, the TRAALOG has become a strategic means for SSC. Response so far from Country offices in the region has been overwhelming. A total of 11 country offices (Colombia, El Salvador, the Dominican Republic, Mexico, Bolivia, Peru, Panama, Guatemala, Honduras, Panama and Nicaragua, have become part of a TRAALOG network to share and exchange experiences and practices. Topics that are being supported and promoted by the TRAALOG are: Ethics for local public administrations; challenges to access to information from the perspective of sub-national governments; violence prevention, and anti-corruption at the municipal level; transparency vulnerabilities in health; climate change, corruption and local governments; and social auditing. For more information see <http://www.regionalcentre-lac-undp.org/en/democratic-governance/66>

In addition to the regional initiatives mentioned above, the Democratic Governance Practice Area also has several other means and tools to share and disseminate best practices and promote SSC. For example, the web site of the Practice Area http://www.gobernabilidaddemocratica-pnud.org/index_new.php offers knowledge products and information. Also the Democratic Governance Practice Area at the LAC RSC has made a special effort to address SSC issues in particular as related to local governance and decentralization, as well as transparency and accountability. Key to this effort is to broadly disseminate tools and knowledge products. For example, the *Local Governance and Decentralization* Newsletter is a bi-monthly bilingual product that focuses on highlighting key issues and best practices and knowledge products that is shared with nearly 5,000 subscribers globally. The RSC LAC has produced a number of knowledge products that systematize experiences in a comparative way, and in such a way that these become inputs for innovation. For example, this is a list of some of the specialized products, most in English and Spanish, that promote SSC solutions: *Indigenous Peoples and Local Governments: A Regional Outlook of 7 experiences*; *Local Governance and Human Development Basic Guide available in Spanish and English*; *An Overview of UNDP's Recent and Current Interventions in Public Administration and Local Governance in Latin America & the Caribbean*; *International Cooperation in Local Governance*



and Decentralization in LAC; Basic User's Guide. Tools to Analyze Political and Management Capacities for Local Governance and Decentralization; and Best Practices for Promoting Transparency at the Local Level. During 2010, over 30 knowledge Products on local governance, transparency and accountability were produced/compiled and disseminated throughout and outside the region. Topics included: Conceptual Frameworks and Public Policy Approaches for Local Governance and Decentralization; Administrative Capacities for Local Governments; Promotion of Women's Political Participation in Local Governments; Transparency and Accountability in Local Governments; local Governance, Environment and Climate Change; and Tools for Local Governance and Indigenous People. All of these can be a good means to promote SSC.¹⁷⁰

CLUSTER KNOWLEDGE MANAGEMENT

The regional project **Sharing Knowledge for Development** has developed a technical platform for SSC with the aim of fostering effective knowledge transfer among LAC countries. The initiative includes methodologies for knowledge systematization and product development, and the facilitation of knowledge communities of practice. The Regional Project has released 12 Good Practices from over 15 LAC countries on issues such as: Monitoring of the Social Investment, Certification on Gender Equity practices in the private sector, multi-sector responses to HIV/AIDS, MDGs Localization, Citizen Security and Disaster Risk Management. As an example, this methodology has yielded to the the signing of an MOU between 7 countries for the transfer of experiences in the implementation of Gender Equality Certification Programs and the development of a regional certification standard.

The KM cluster also provides technical and methodological advice to other clusters in the Regional Center for the design and implementation of events and opportunities of South-South cooperation. The knowledge fairs such as ExpoPaz and Compromiso Centroamerica (described in other sections) offer opportunities for identifying and documenting good practices and then transferring them to other contexts and countries. During these fairs knowledge-sharing agreements are signed – which then may be implemented without further support by UNDP.

CLUSTER HIV AND AIDS

The HIV/AIDS Practice Area, in collaboration with the KM Practice Area, UNDP Ecuador and UNDP Peru, supported the development of multi-sectoral AIDS responses at district level in the context of the **Sharing Knowledge** strategy to replicate successful experiences from other countries and sub regions in LAC. 14 Regional Directors of the Ombudsman Office were trained by specialists on local governance from Ecuador and the regional office for the territorialisation of AIDS responses in Peru.

In TRIPS and TRADE, a Managua workshop helped develop new capabilities of experts in the analysis of pharmaceutical patents from the perspectives of Public Health and, to contribute to discuss new guidelines for the examination of different types of patents concerning Pharmaceutical products.

CLUSTER CAPACITY DEVELOPMENT

A **regional Community of Practice (COP)** was established with more than 10 UNDP offices taking part and a first meeting was held to share experiences and elaborate an Action Plan for 2010. With CD support, a new

¹⁷⁰ <http://www.regionalcentrelac-undp.org/en/democratic-governance/115>



Central American network for Investment Promotion Agencies was launched and an initial dialogue between Venezuela and Nicaragua was established on **Youth Orchestras for Peace**. A **regional inter-agency group** on SSC was established and support was mobilized from the Special Unit on South-South Cooperation (SU/SSC) for a regional **SSC Expo in 2011**. A **newsletter** was launched through which UN offices share their experiences, and a **publication** was prepared in close cooperation with the SU/SSC, showcasing South-South Cooperation in the region and beyond. Country experiences were collected and shared at the **2010 Bogotá High Level Event** on SSC and Capacity Development and Governments and partners have **shown satisfaction** with SSC support provided in countries like Brazil, Colombia, El Salvador, Nicaragua and Venezuela. **Draft tools** have been developed for the strengthening of international Cooperation Agencies and for the implementation of SSC agreements between countries.

CLUSTER GENDER EQUALITY¹⁷¹

Equality in businesses: Equality Seal for private companies. UNDP (Knowledge Management Unit and Gender Practice Area) has strengthened national and regional capacities to mainstream gender in private institutions through **management systems for gender equality initiatives**. This initiative couples regional and national efforts in exchange, South-South cooperation and advocacy for gender equality. A knowledge exchange and South-South cooperation process were initiated in August 2009 to define gender standards for the public and private sectors among 5 countries. In order to strengthen these experiences and transfer this knowledge in 2010, efforts were focused on exchanges among those countries that have developed **gender-sensitive management systems in businesses, best known as equality certification or seals**. As a result of this process, the following can be mentioned: the involvement of different country experiences working with more than 300 companies including around 100.000 workers; the development of different knowledge products to disseminate such practices (including a step-by-step handbook, a comparative analysis of experiences, and a tool inventory), a lively community of practitioners from 11 countries with their own work plan and the signing of a cooperation agreement between UNDP, and 7 countries to make of this exchange and South-South cooperation an official commitment and lay the grounds for a regional seal (regional standards and certification of gender equality). Also at the level of **women's political participation**, the cluster has involved parliamentary commissions across the region, with concrete exchanges between Uruguay and El Salvador around proposals for institutional and legislative improvements.

¹⁷¹ This section has benefitted from the contributions of the Regional Centre Clusters



ANNEX 3

SOUTH-SOUTH ACTIVITIES OF UNDP ART REDES (EL SALVADOR AND ECUADOR)

UNDP EL SALVADOR/ART PROGRAM EL SALVADOR

Countries and sectors supported

For UNDP the CSS represents a new panorama of cooperation (bilateral South-South and decentralized south-south) in which the economies of some developing countries (BRICS, CIVET) are growing at a much faster pace than those of developed in recent years. However, the CSS has not only economic value but also values the wealth of territorial knowledge and practices, which is a specific value that facilitates the exchange and consolidation of partnerships, the generation of innovation from different experiences local actors, a greater impact of international cooperation, reducing the costs of the cooperation action for the benefit of the quality, impact and vitality of it.

Through UNDP El Salvador, we are connected with various Latin American countries such as Brazil, Colombia and sub-national governments as well the states of Parana, Santa Catarina, Rio Grande do Sul and Mato Grosso do Sul, which together constitute the CODESUL (Council of Development and Integration in Southern Brazil).

The specific examples are:

CODESUL:

Technical roadmap to support the Ministry of Environment and Natural Resources of El Salvador with the Secretary of Environment of the State of Paraná in the design and implementation of the Recovery of Solid Waste (2011-2012).

Technical roadmap to support the Secretary for Social Inclusion and ISDEMU (Institute for Development of Women) with SEBRAE (Brazilian Service to Support Micro and Small Enterprises) for the development of female entrepreneurship component of the City Program at Women.

Technical Assistance to the Technical Secretariat of the Presidency by the SEBRAE CODESUL in defining national and regional institutions necessary for the implementation of the National Productive Development Strategy. Case studies for the definition of tools needed to promote discussion and implementation of a new economic model for the country, based on the content and proposal of the Human Development Report of UNDP El Salvador.

COLOMBIA:

Technical roadmap to support the Ministry of Social Action and International Cooperation of Colombia towards the Vice Ministry of Cooperation of El Salvador in the architecture of the institutional governance of decentralized cooperation.



Medellin Municipality

Design of the technical roadmap of collaboration with the Salvadoran national and local entities for political management and citizen security, building citizenship and reducing local vulnerabilities as a strategy to tackle organized crime and violence, articulating linkages at local and national levels (2011-2012).

Ministry of Social Action and International Cooperation, Colombia

Exchange of practices between the Ministry of Social Action and International Cooperation and the Vice Ministry of Cooperation of El Salvador in management strategies for measuring effectiveness of foreign aid and the value added of decentralized and South-South cooperation

ADELCO NETWORK (Network of Local Economic Development Agencies of Colombia).

Technical assistance provided by ADELCO NETWORK to national and local Salvadoran institutions in defining strategies for local economic development and investment policies.

1. What mechanisms and channels are currently offered by your organization to the LAC countries that are interested in the activities of South-South Cooperation? Could you give some example of methodologies and tools that they use?

The offered channel is represented by the Programme - ART (Articulation of Territorial Networks) Framework in each country. This framework promotes and facilitates the complementarity between the different national and international development actors present in the field (national and local governments, civil society organizations, NGOs, universities, private sector), with the aim of improving aid effectiveness at the local level and its positive impact on development processes prioritized by the countries, and localizing the Millennium Development Goals (MDGs) as a common interest of citizens and local authorities in the South and in the North.

Mechanisms and channels offered

- At the territorial level in the countries, the territorial Working Groups (composed of public and nonpublic actors at territorial level) organize and assemble programming cycles, i.e. specific mechanisms through which specific initiatives are formulated in the Territories and complementarity between the actors and support to local and national development processes is concretized. The formulation of a Strategic Document (or Platform) of territorial priorities and potential (Guidelines for International Cooperation), expression of the development plans, is the tool that is presented to the interested cooperation partners, avoiding duplication and maximizing impact.

Likewise, Strategic Documents are submitted to the national government entities (which have also participated in the construction through its territorial units) to channel available national funds and to also define what capacity development actions agencies themselves need to ensure better delivery of services to the territories.

Tools used

Arrangements are made between the parties (MOU), defining objectives and reciprocal responsibilities.



UNDP Ecuador / ART PROGRAM / UNDP ECUADOR

Countries and sectors supported

Ecuador has been promoting South-South cooperation as a tool for regional integration aimed at creating and strengthening partnerships between the countries of Latin America and the Caribbean. In the Quito Agenda, a document that is the result of the Second Seminar on South-South Cooperation, organized by the Technical Secretariat of International Cooperation of Ecuador and developed in November 2010, identifies thematic areas of supply and demand of South-South as production development, innovation and competitiveness, science, technology and innovation, migration and human mobility. Priority was given to the modality of technical assistance, capacity building, thematic networks and joint research.

For UNDP Ecuador, one of the priority modalities of cooperation is South-South, which helps to improve the transfers of technology, knowledge and innovations. In this area the ART Framework Programme puts at the disposal of the country support services that allow fostering the formulation, analysis and dissemination of successful local development experiences based on innovations and technologies that have already been developed in the countries of the South.

The specific examples are:

In 2008:

- Delegates of ACUDIR and CODECOB GO (local economic development agencies in the provinces of Azuay and Bolivar, respectively) and the Ecuadorian Committee for Territorial Development (CEDET) exchanged experiences on the operation of the Local Economic Development Agencies (LEDA) in the Dominican Republic. This was promoted and facilitated by the ART Programme / UNDP Ecuador.

In 2009:

- A mission of the Technical Secretariat for International Cooperation (Government of Ecuador) and ART/ UNDP Ecuador participated in the event of Territorialization of the MDGs and South-South Cooperation in Montevideo, organized by the Local Development Programme ART Uruguay.

In 2010:

- In order to promote international networks of economic development agencies, the Latin American Forum of Local Economic Development Agencies (ADET) was organized with the participation of Argentina, Brazil, Colombia, Chile, Costa Rica, Dominican Republic, El Salvador, Mexico, Uruguay and Venezuela. The Forum endorsed the Declaration of Quito, which formed the Latin American Network LEDA with the aim of fostering relations between the Latin American LEDA, facilitating the exchange of experiences and creating opportunities for collaboration.
- Exchange of experiences on economic development planning between the Dominican Republic ART Programme and the Consortium of Provincial Councils of Ecuador (CONCOPE) was facilitated in the framework of the Programme.
- The Municipality of Cuenca received technical support in management of international cooperation by the Office of the Historian of Havana.



- The National Institute of Cultural Heritage, the Coordinating Ministry of Heritage and technical staff of municipalities received technical support in the management of geographic information systems for the management of heritage areas and territories, using SSC solutions.
- UNDP Cuba provided technical assistance to the Technical Secretariat of International Cooperation for the elaboration of a country strategy for the promotion of decentralized cooperation.
- The International Seminar on Application of the ART Methodology in Latin America took place on 27-28 April 2010, in the city of Quito. The exchange of experiences of eight UNDP ART Framework Programs took place between Bolivia, Central America (MyDEL), Colombia, Cuba, Dominican Republic, Ecuador, El Salvador and Uruguay.

Mechanisms and channels offered

The offered channel is represented by the Programme ART Framework in each country. This framework promotes and facilitates the complementarity between the different national and international development actors present in the field (national and local governments, civil society organizations, NGOs, universities, private sector), with the aim of improving aid effectiveness at the local level and its positive impact on development processes prioritized by the countries, and localizing the Millennium Development Goals (MDGs) as a common interest of citizens and local authorities in the South and in the North.

Mechanisms:

Building multilevel and multiactor operational structures

- At the territorial level: ART promotes the creation of multiactor spaces as operational structures at sub-national and local levels - Territorial Working Groups, which make decisions about local intervention and prioritize areas of cooperation and coordination.
- At the national level: A National Coordination Committee (NCC) is established, which determines the orientation of the Framework Programme and ensures articulation and coherence of territorial action policies and strategies.

Besides these operational structures facilitate local and national ownership of the framework program action.

Permanent linkage between the local, national and international levels

- ART promotes and facilitates the linkages at three levels: local, national and international. The articulation between local development and national development policy allows for strengthening national strategic planning and enhancing of local development given that it is embedded in the national policy. The connection and links with international partners and thematic networks complement national and local efforts by providing multiple resources, building capacity, synergies and exchanges.

Alignment of international cooperation with territorial priorities

- The Local Programming Cycle is a planning exercise where Territorial Working Groups facilitate, guide and lead the development priorities of their territories. A product of this process is the "Document on territorial priorities", which facilitates the alignment of the cooperation with in territorial planning.



Strengthening of local capacities

- It seeks to strengthen local and regional capabilities, both through participation in the areas of coordination, in the design and implementation of projects, participation in the program cycles or promoted training and courses. It seeks to strengthen the capacities of stakeholders in planning, programming and management of integrated and participatory territorial development, which is open to international opportunities.

Tools used

Participation of Ecuador missions in meetings and workshops is organized and facilitate, to facilitate contact between the different actors and to exchange experiences.

Technical assistance is provided through missions to Ecuador, on specific issues identified at the request of national actors.

Arrangements are made between the parties (MOU), defining mutual objectives and responsibilities.



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