

# Boosting South-South Cooperation in the Context of Aid Effectiveness

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Telling the Story of Partners Involved in more than  
110 Cases of South-South and Triangular Cooperation



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## Foreword

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On March 2009, the Government of Colombia presented a proposal to the Working Party on Aid Effectiveness (WP-EFF) of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC) for the creation of a Southern-led platform to map the synergies between South-South cooperation and aid effectiveness and to identify good practices. Resulting from the strong support received by many partners, especially the middle-income countries, the Task Team on South-South Cooperation (TT-SSC) was endorsed by the WP-EFF.

What followed were months of building a framework, including identifying and engaging key people and gathering resources, which then allowed us to launch the TT-SSC in September 2009 with the participation of more than seventy representatives from partner countries, multilateral institutions, donors, and civil society organizations all over the world.

Today, only six months after its launch, the TT-SSC has proved to be an extremely vibrant and vivid platform for representatives of a changing, proactive, and innovative developing world. In this short period of time, TT-SSC members have met in

Addis Ababa, Bogotá, Brussels, Mexico City, Pretoria, Seoul, and Washington, DC, reflecting on how South-South cooperation can be embedded in the evolving effectiveness agenda. Regional platforms have engaged with the TT-SSC, such as New Partnership for Africa's Development in Africa, the Asian Development Bank in Asia-Pacific, and the Inter-American Development Bank, and the Organization of American States in Latin America and the Caribbean. At the global level, the World Bank Institute supports our efforts and a global core team is guiding us through the analytical, policy, and communication work.

Importantly, the TT-SSC has also become a vital place to discuss our role as partner countries in building a Southern agenda that could contribute more inclusive and effective development architecture. Together with other global platforms, such as the UN Development Cooperation Forum at the Economic and Social Council (ECOSOC), our common vision is that it is high time for the developing world to not only influence, but actually shape global development policies.

What you hold in your hands is a direct consequence of the TT-SSC's desire to map Southern

practices and experiences in order to build evidences for global policy-making. Just in time for the High Level Event on South-South Cooperation and Capacity Development in Bogotá on March 24–25, 2010, this case story catalogue illustrates the enormous energy that developing countries and other partners are investing in showing the reality of South-South cooperation and its potential to move ahead toward more inclusive and effective development partnerships.

In the following pages, you will be able to take a glance at the TT-SSC's work and read the main messages emerging from 110 case stories involving practitioner and cooperation officials from 133 countries, as well as 10 multilateral organizations, 4 civil society organizations, and 3 parliamentary bodies from all over the world, and revise overviews of all case stories.

And this is only a starting point. As planned, the TT-SSC is now preparing the next phase. Deeper case studies will help to identify good practices on South-South cooperation in the context of aid effectiveness, which will in turn inform the High-Level Forum on Aid Effectiveness in Seoul in late 2011. We have clearly heard the message of developing countries that, despite all restraints in time and resources, have contributed their rich and diverse experiences. The message is that a South-South learning and knowledge exchange is to become a core element of the evolving global development architecture.

*Enrique Maruri Londoño*  
Chair, TT-SSC  
Bogotá, March 12, 2010



## The Task Team on South-South Cooperation at a Glance

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### 1. WHAT IS THE TASK TEAM ON SOUTH-SOUTH COOPERATION?

The Task Team on South-South Cooperation (TT-SSC) brings together partner countries, especially middle-income countries, donors, civil society, academia, and regional and multilateral agencies under a common objective of mapping, documenting, analyzing, and discussing evidence on the synergies between the principles of aid effectiveness and the practices of South-South Cooperation (SSC).

Derived from the Accra Agenda for Action's commitment to inclusive partnerships, the TT-SSC is a Southern-led platform hosted by the Working Party on Aid Effectiveness (WP-EFF) at the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD-DAC). The TT-SSC is chaired by Colombia, with active support from the World Bank Institute and regional platforms in Asia, Africa, and Latin America and the Caribbean.

The TT-SSC's activities search to contribute to defining the role of partner countries and Southern

perspectives in the evolving global aid architecture. The TT-SSC is contributing to global policy-making, leading up to the Fourth High Level Forum on Aid Effectiveness, to be held in Korea in 2011, and other influential fora and platforms.

### 2. WHY DOES SSC MATTER IN THE CONTEXT OF AID EFFECTIVENESS?

In the ever-changing global development governance, SSC entails diverse forms of cooperation among developing countries. In this context, the TT-SSC focuses on documenting, analyzing, and discussing practices of SSC and their synergies with the aid effectiveness agenda, particularly addressing a "threefold mandate" emerging from the Accra Agenda for Action (article 19):

- Adapting the Paris Declaration and Accra Agenda for Action principles for SSC (AAA art. 19a);
- Enriching the effectiveness agenda with the practices and experiences of SSC (AAA art. 19b);

- Identifying complementarities between SSC and North-South cooperation (AAA art. 19e).

The TT's analytical work focuses on the practices of technical cooperation, in particular those led by middle-income countries, as both providers and recipients of development assistance. At the global level, the TT-SSC aims to contribute to the evolving global effectiveness agenda by boosting horizontal partnerships and peer learning, making technical cooperation more useful, promoting Southern expertise, and contributing to developing capacities.

Being a young but vibrant platform, the TT-SSC has identified key aspects to guarantee the quality of its analytical work as a real learning process and not just a marketing exercise of South-South Cooperation. In this sense, identifying not only what works, but also those aspects that do not work so well in SSC practices has emerged as a critical challenge to ensure straightforward messages.

### 3. TT-SSC: A SIX-MONTH JOURNEY

During its first six months of work, the TT-SSC has focused its attention on two main aspects: strengthening regional platforms and collecting and analyzing South-South cooperation cases stories within the framework of aid effectiveness.

#### Strengthening regional platforms

The support of New Partnership for Africa's Development in Africa, Asian Development Bank in Asia-Pacific, and the Inter-American Development Bank, and the Organization of American States in Latin America and the Caribbean has been crucial to inform and involve countries and organizations from all three regions in the call for case stories and the organization of the TT's regional meetings with the aim to generate and share regional perspectives.

The work promoted by these platforms has been substantial for the inputs of the TT-SSC in the

organization of the Bogotá High Level Event on South-South Cooperation and Capacity Development. Providing cases and recommendations from the different regions allows ensuring a diverse and broad spectrum of perspectives in which to ground an event that is inclusive and representative of Southern actors. The next step in the TT's journey is to deepen the consolidation of dialogue and articulation mechanisms among the regional platforms and other SSC platforms.

#### Generating an analytical work based on collected case stories

The core of the TT-SSC's activity is building an evidence base for mapping South-South Cooperation practices in the context of aid effectiveness. From late November 2009 to January 2010, there was an open call for case stories on experiences that address South-South or triangular technical cooperation among two or more governments or organizations.

After nine weeks, 110 cases involving 133 countries were submitted. These cases involved a wide range of topics, budgets, institutional engagements, and regional and interregional connections. Even though this is only a first step in the collection of experiences and analytical work, the wide response from countries and organizations involved in South-South and triangular cooperation demonstrates the relevance of the TT's undertaking. These cases and their analysis by the TT-SSC are essential inputs for the evidence-based approach that will give ground to the discussions at the Bogotá High Level Event. The next step in this direction is to deepen the learning process and to take the step forward from case stories to case studies, which may provide better evidence for policy recommendations.

The synthesis report of the cases and all the cases can be consulted at [www.southsouthcases.info](http://www.southsouthcases.info). For further information and feedback on the TT-SSC, please contact the TT-SSC core team at [southsouthcases@gmail.com](mailto:southsouthcases@gmail.com).



# South-South cooperation in the context of aid effectiveness

## *Telling the story of partners in 110 cases of South-South and triangular cooperation*

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**Non-reviewed first draft (March 12, 2010)**

*Disclaimer:* This document is a first draft of the summary report on 110 case stories presented to the Task Team on South-South Cooperation between December 22, 2009, and February 25, 2010. It intends to serve as an input to the discussions at the High Level Event on South-South Cooperation and Capacity Development in Bogotá on March 24–25, 2010. Due to time constraints, this version has not undergone peer review and thus should not be treated as a final draft. Peer reviews will be conducted over the next weeks in order to obtain a consolidated version.

*Nils-Sjard Schulz*

Policy advisor to the Task Team on South-South Cooperation

### **1. EXECUTIVE SUMMARY: BOOSTING SOUTH-SOUTH COOPERATION IN THE CONTEXT OF AID EFFECTIVENESS**

In less than three months, dozens of countries and organizations drafted and discussed 110 case stories in which they shared their experiences and practices on South-South cooperation in the context of aid effectiveness. This summary report is

only an early exploration of the enormous diversity and strength of the contents and messages that individuals in ministries, agencies, academia, civil society and parliamentary organizations contributed to the process of the TT-SSC.

From this vibrant process, the following key messages have emerged.

**Adapting the aid effectiveness principles** to South-South cooperation is a challenge welcomed by almost all case storytellers. Ownership (and

its democratic quality) seems to be one of the strengths, together with the use of specific comparative advantages, especially in difficult contexts. Three main tasks are pending for actors involved in South-South learning and knowledge exchange:

- *Information systems* need to be boosted in order to generate quantitative and qualitative data for measuring, assessing, and accounting for the inputs in a transparent, regular, and timely way;
- *Sound result management* may enable actors to show the scope, relevance, and impact of South-South knowledge exchange and learning;
- *Mutual accountability* is closely related to the previous two tasks and needs to be attended more consistently in the future, especially at the country level.

**Enriching the aid effectiveness agenda** with the practices and experiences of South-South cooperation will continue to be on the top of the agenda of those developing countries that desire to contribute clear-cut contents to global development policies. Regional platforms have a critical role to play to facilitate these contributions. Three main pillars can be used for deepening the agenda toward the Seoul HLF in 2011:

- *Horizontal partnership* is a key element for mutual learning among diverse development actors and is based on trust, mutual benefit, and equity;
- *Efficiency* in South-South knowledge exchange appears to outbid traditional technical cooperation, using not only cheaper, but also more adapted human resources. Yet, this thesis needs to be backed with accurate research on inputs and impacts;
- *Incentives for policy and institutional reform* are at the heart of South-South dynamics, especially in difficult contexts. Deeper analysis should explore the role of South-South incentives as a powerful tool for policy and institutional change and capacity development.

**Identifying complementarities between South-South and North-South cooperation** is not difficult in face of the increasing interest of traditional donors to become “emerging triangulators”, on the one hand, and the growing family of mechanisms, on the other. However, bringing diverse development actors together refers to very recent processes, reflecting also the new need for innovative collective action between different actors:

- *Triangular cooperation* appears as a still recent gangway with great potential for horizontal partnership and win-win-win situations. Learning from existing risks, such as transaction costs and fragile recipient ownership, should ultimately lead to stronger foundations for triangular efforts;
- *Several mechanisms for promoting South-South cooperation* are available and it is now time to build an architecture connecting national, regional, and global platforms where innovation, lessons, experiences, and forms of coordination can be captured and systematized.

## 2. SOUTH-SOUTH COOPERATION IN PRACTICE: THE CASE STORY PROCESS

In the midst of a multifaceted global crisis, policy-makers and practitioners in the developing world and their partners share a perception: South-South learning and knowledge exchange is a powerful tool to assess development challenges and find paths to address them from within. There is a sense that, beyond conventional North-South transfer of expertise and technologies, developing countries’ skills and solutions can be extremely relevant to their peers and partners.

Drawing on a wide range of experiences, this report confirms that this perception corresponds to an encouraging and vibrant reality. Indeed, developing countries are becoming providers and contributors to development and, in particular, to capacity development. As we will see in the following pages, Southern officials and experts are

exchanging knowledge in an impressive array of policy and institutional areas, including climate change, public sector reform, and epidemics control. Adapted development tools are being designed by and spread throughout the developing world, such as conditional cash transfers, demobilization and reintegration strategies, public debt management, earthquake-resistant housing, aviation security, and vaccines production.

The global development community has already acknowledged that this form of cooperation can be of immense value for fighting poverty and achieving the Millennium Development Goals. In September 2008, ministers and heads from more than 125 countries and 30 institutions gathered in Accra in order to deepen the aid effectiveness agenda, boosted by the Paris Declaration in 2005. As a result, the Accra Agenda for Action (AAA) encourages all development actors, including providers of South-South cooperation, to build more effective and inclusive partnerships for development.

This strong mandate of embedding South-South cooperation in the context of aid effectiveness inspired the launch of the Task Team on South-South Cooperation (TT-SSC) in mid-September 2009. Over seventy representatives from developing countries, donors, multilateral institutions, academia, and civil society organizations agreed to engage in the mapping and analysis of evidences on the synergies between the aid effectiveness principles and the practice of South-South cooperation. In the Washington meeting, a conceptual framework was endorsed addressing three main dynamics of the Accra mandate (for more details, see the concept note in Annex 1):

- *Adapting the aid effectiveness principles to South-South cooperation;*
- *Enriching the aid effectiveness agenda with the practices and experiences of South-South cooperation;*
- *Identifying complementarities between South-South and North-South cooperation.*

Recognizing the huge need for documenting and understanding these dynamics, the TT-SSC

launched in late November 2009 a call for case stories looking into South-South technical cooperation in the context of aid effectiveness. In particular, partner countries, but also donors and non-governmental actors were invited to share their experiences replying to simple, yet concise questions of a preestablished template. The TT-SSC members were very explicit in their desire to reflect on what works and what does not work, engaging therefore in deeper reflections on South-South cooperation as a historic modality that suffers from a persistent lack of systematization. A specific focus was given to the need to generate substantial inputs to the High Level Event (HLE) on South-South Cooperation and Capacity Development in Bogotá on March 24–25, 2010. In the medium run, also the next High Level Forum (HLF) on Aid Effectiveness, to be held in Seoul in late 2011, is on the horizon of the TT-SSC.

Regional platforms engaged with the TT-SSC in order to anchor the analytical work, including the New Partnership for Africa's Development (NEPAD) in Africa, the Asian Development Bank (AsDB) in Asia-Pacific, the Inter-American Development Bank (IDB), and the Organization of American States (OAS) in Latin America and the Caribbean (LAC). At the global level, support was given by the World Bank Institute and a global core team, including communication and policy advisors.

The response from countries and organizations has been overwhelming. Beyond any expectations, 110 case stories were presented in only nine weeks, two of which corresponded to the 2009 Christmas break. The showcased experiences involve 133 countries from all regions, as well as 10 multilateral organizations, 4 civil society organizations, and 3 parliamentary bodies. Case story drafts were discussed at meetings in Addis Ababa, Bogotá, Brussels, Mexico City, Pretoria, Seoul, and Washington, DC. It is likely to be the broadest and most participative universe of country-led experiences ever created in both South-South cooperation and aid effectiveness.

In the next pages, we will explore in detail how these two areas are linked to each other and can

create synergies between two often still disconnected worlds of development cooperation. As such, the experience of collecting and discussing case stories entails some key messages that are of high relevance in the shifting global development architecture:

- **Sharing practice and experiences on South-South cooperation and aid effectiveness is a key priority for many developing countries.** Even developing countries with very limited capacities and almost no voice at the international level have engaged in the process. This impressive demand for sharing Southern perspectives should inspire policy-makers and practitioners to continue mapping and analyzing country-led experiences.
- **Regional networks are an essential factor for success in generating Southern perspectives.** The experience of the TT-SSC shows that regional platforms, despite all resource shortages, are able to mobilize peers and partners almost immediately, act as brokers for regional perspectives, and create an enabling environment for horizontal cooperation, that is, a context in which developing countries feel comfortable.
- **Southern-led experiences and evidence should feed into policy-making on global development policies.** From the start, the TT-SSC stressed that the case stories will inform the policy-making process on South-South cooperation and aid effectiveness, in particular during the Bogotá HLE and the Seoul HLF. This created strong incentives for a broad range of countries and organizations to engage in the case story process.
- **A sound conceptual framework for easy-to-use tools.** Good-quality, yet broadly shared analytical work have been generated in a very short period of time. This success is built on easy-to-use methodologies (that is, the case story template with key questions), which case story tellers found useful. At the same time, these tools informed directly the conceptual framework of the TT-SSC,

which referred to a clearly defined niche: South-South technical cooperation and capacity development in the context of aid effectiveness.

- **Learning is decisive for the current development agenda, but needs a proper architecture.** Instead of subcontracting the analytical work, the TT-SSC has created in only six months an ad hoc learning architecture for enabling developing countries to contribute experiences from within. Using existing capacities in the countries, this involves just-in-time assistance, detailed feedback on early drafts, face-to-face discussions, immediate online dissemination, and direct support to country-led drafting processes. It is now time to consolidate this learning architecture connecting both global and regional levels.

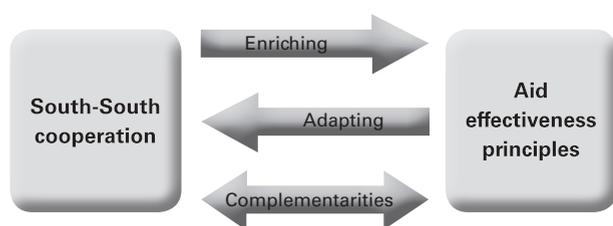
### 3. MEETING THE TRIPLE MANDATE OF THE AAA

The 2008 High Level Forum on Aid Effectiveness in Accra constituted a milestone in global development policies by deepening partnerships among the developed, the developing, and those that are in between. As one of its three pillars, the Accra Agenda for Action (AAA) bids for inclusive and effective development partnerships, regarding both nontraditional actors (such as middle-income countries, global funds, and private foundations) and emerging modalities (such as South-South and triangular cooperation). This inclusiveness aims to “harness the energy, skills, and experience of all development actors,” especially for boosting capacity development in the developing world. Paragraph 19 of the AAA includes South-South cooperation and embeds this modality in the context of aid effectiveness.

Launched twelve months after the Accra HLF, the Task Team on South-South Cooperation (TT-SSC) committed to implement paragraph 19 of the AAA. A conceptual approach was endorsed by the TT-SSC (see concept note in Annex 1) that highlights the following triple mandate:

- **Adapting the aid effectiveness principles to South-South cooperation:** “*We encourage all development actors, including those engaged in South-South cooperation, to use the Paris Declaration principles as a point of reference in providing development cooperation*” (AAA para. 19a);
- **Enriching the aid effectiveness agenda with the practices and experiences of South-South cooperation:** *We acknowledge [...] in particular the role of middle-income countries as both providers and recipients of aid. We recognize the importance and particularities of South-South cooperation and acknowledge that we can learn from the experience of developing countries*” (AAA para. 19b);
- **Identifying complementarities between South-South and North-South cooperation:** “*[SSC] plays an important role in international development cooperation and is a valuable complement to North-South cooperation*” (AAA para. 19e).

Graphically, the triple mandate of linking South-South cooperation and the aid effectiveness principles refers to the following interplay:



The following pages respond to this triple mandate by exploring how South-South cooperation, in particular South-South technical cooperation, interacts with the context of aid effectiveness. The first section addresses how the five principles of the Paris Declaration—ownership, alignment, harmonization, managing for development results, and mutual accountability—can be adapted. The case stories offer insights on how these principles can inform the practice of South-South cooperation

and which challenges are still ahead. The second section explores how the experiences of South-South cooperation can enrich the aid effectiveness agenda. Issues such as horizontal partnership and regional solutions will be assessed against the showcased practice. Finally, some reflections will address the third mandate with a look into the possible complementarities and bridges between North-South and South-South cooperation. Here, triangular cooperation and mechanisms to promote South-South cooperation are building interesting gangways between both forms of development cooperation.

### 3.1 Adapting the aid effectiveness principles

The case stories shed a strong light on the adaptability of the five principles enshrined in the Paris Declaration. In most cases, the submitting countries and organizations considered that these principles constitute a useful point of reference. Quite surprisingly, and with only a few exceptions, the case story tellers offered very detailed reflections on how these principles interact with South-South cooperation. Three global lessons can be extracted. First, the aid effectiveness principles and their actual content are widely known, despite the rather abstract high-level debates around these. Second, they constitute a global public good that is recognized as valuable and relevant. Third, if one wonders how the principles could be implemented in different contexts and modalities, there is an easy answer: ask those who are actually involved in development activities.

#### The Accra mandate (1)

##### Adapting the aid effectiveness principles to South-South cooperation

*We encourage all development actors, including those engaged in South-South cooperation, to use the Paris Declaration principles as a point of reference in providing development cooperation (AAA para. 19a).*

However, room for opening up the range of principles is also reclaimed. For example, the Ibero-American General Secretariat (SEGIB) (LAC-1), reflecting a regional consensus in Latin America and the Caribbean (LAC), stresses that the effectiveness South-South cooperation should be assessed foremost against its “essential characteristics”: sustainable impact and operational coherence with horizontality, consensus, and equity. Other Southern providers, such as Brazil, Cuba, and Nigeria, highlight that they have not ratified the Paris Declaration and would rather emphasize guiding principles such as respecting the national sovereignty of the partner countries (LAC-43 and AFR-16). At any rate, as stated in the Cuban case (AFR-20), “non-interference in domestic policies does not in any way limit [the] potential for effective South-South development cooperation.” Some also reflect on the relevance of lessons learned in North-South cooperation for situations in which the South-South partners do not share the same level of development. For example, the India-Brazil-South Africa partnership (IBSA), describing a project fostering food security in Guinea-Bissau (AFR-18), explains that the principles were originally “made in the context of traditional aid relationships,” but due to their “relative development compared to poorer nations, (...) they [IBSA countries] must commit themselves to the principles of the Paris Declaration when working in places such as Guinea-Bissau.”

The following main messages on how South-South technical cooperation and capacity development are adapting the five principles highlighted by the Paris Declaration can be summarized from the case stories.

### 3.1.1 Ownership

National leadership is a core value of South-South technical cooperation highlighted in the vast majority of the case stories. Most experiences supported national policies through learning exchange and responded to a specific demand from the recipient country. This can be confirmed in several recipient-led case stories, indicating that ownership tends

to be an actual asset of South-South learning and knowledge transfer. In this sense, Laos describes how its Public Administration and Civil Service Authority identified Vietnamese experiences in reforming local administration as especially useful for the national reform process (AP-16). The Guatemalan Institute for Public Penal Defense spotted Colombian expertise in quality management which was then included in its bid for obtaining ISO 9001-2000 certification (LAC-39). Also, regional platforms emerge from country demand, such as the Asian-Pacific Capacity Development for Development Effectiveness Facility (CDDE), supported by AsDB and United Nations Development Program (UNDP), which enables South-South exchange as a trigger for developing capacities for implementing aid effectiveness (AP-4). Thus, there seems to be a consensus that “success in South-South cooperation is built on ownership, political support, and strong leadership” (AFR-5).

*“The success of this project is due also to clear political commitments at senior levels in both countries and the establishment of specific objectives, identifying the role of each side” (AFR-22).*

Indeed, high-level political support in setting up and implementing South-South technical cooperation is a recurrent theme in a large number of case stories. Presidents have been particularly proactive in backing South-South initiatives. In 2002, Vicente Fox (Mexico) and Luis Angel Macchi (Paraguay) agreed to promote learning exchange on the Maquila sector (LAC-40). In 2003, Ricardo Lagos from Chile visited the Transmilenio in Bogotá, a public bus rapid transit system, which then informed the implementation of the Transantiago in his own capital (LAC-28). India’s prime minister, Dr. Manmohan Singh, was driving the launch of the development policies exchange between Chinese and Indian think tanks in 2006 (AP-22). Ministers have been strongly involved in boosting South-South cooperation, especially at

the regional level, around trade (LAC-3), education (AFR-5), health (LAC-8), labor issues (LAC-4), aviation (AP-6), and public administration reform (AFR-3). However, some case stories also highlight the need to strongly involve the implementing actors, preferably those “who are in positions of practical authority to act on the information they share” (AP-9) and practitioners and officials with direct responsibilities in day-to-day decision-making (LAC-2).

Beyond the concrete response to national policies, the experiences also reflect the improvements of national capacities for effective leadership in development and aid coordination. Sharing similar challenges as post-conflict countries, East Timor benefitted from Cambodian experiences in setting up a sound aid management system, including an Official Development Assistance (ODA) database (AP-1). Cuba, Bolivia, El Salvador, Paraguay, and Uruguay are learning from the cooperation maps, an online tool for mapping aid flows designed by the Colombian agency Acción Social (LAC-2). Capacity development for consistent aid coordination is increasingly boosted by peer-to-peer learning in Communities of Practices (CoP), for example, around Development Assistance Databases. In a joint initiative by the UNDP, International Aid Transparency Initiative (IATI), and Synergy, South-South knowledge exchange on

managing country-level aid information management systems not only supported national ownership. It also stimulated an “informed dialogue between the government and the donors, and an evidence-based decision-making on the allocation of aid,” for example, in Pakistan, the Central African Republic, and Sri Lanka (AP-3). Similarly, the Development Gateway Foundation is facilitating a wide knowledge sharing and peer learning network on aid management systems and good practices, offering software solutions and training for countries such as Malawi and Tanzania (AFR-2).

In the broader context of national policies and institutions, a core element of how the Paris Declaration understands ownership, South-South technical cooperation entails a great potential, especially in difficult contexts. In a program coordinated by the South African Public Administration Leadership and Management Academy (Palama), structural capacities for public service delivery are built through peer learning among public sector schools (Management Development Institutes) at the Ministries for Public Administration in Burundi, Rwanda, and Southern Sudan, all countries that have emerged from violent conflict (AFR-3). Also, supported by the IDB, Public Debt Management Agencies in LAC have engaged in mutual and bottom-up institutional capacity building around this critical policy area (LAC-9).

### **Changing actors: How to face a key challenge in South-South cooperation**

*While setting up South-South learning and knowledge exchange often draws on enormous enthusiasm of the involved actors, implementing longer-term activities can face challenges. Frequent changes of decision-makers and officials in the public sectors stand out as a critical factor putting at risk continuity in implementation and accumulation of lessons learned. In many developing countries, electoral cycles imply a complete overhaul of staff working in the government, including its ministries and agencies. As highlighted by CARICOM (LAC-3), Argentina (LAC-31), and Palama (AFR-3), this can cause delays of ongoing projects, also because many initiatives have been designed on a trust basis and rely on strong commitment by the involved individuals. A smart solution is to broaden the ownership toward actors that do not depend on governmental terms of office. For example, the new agency in Uruguay (LAC-20) identified the role of parliaments and media as particularly relevant for policy and institutional continuity.*

Interestingly, South-South learning and knowledge exchange not only intends to boost national capacities for leading aid and development, but can actually influence the *quality* of this ownership. Democratic ownership has been added in Accra to the aid effectiveness agenda, and the case stories illustrate that South-South technical cooperation is a vibrant modality in areas such as governance and democratic values. As a self-monitoring system among the twenty-five member states of the African Union, the African Peer Review Mechanism (APRM) uses peer pressure to foster accountability, government efficiency, and good governance as “the necessary direction for economic prosperity of the continent” (AFR-9). Similarly, South-South parliamentary cooperation on the reduction of small arms in the Great Lakes and Horn of Africa region shows the potential for deepening democratic ownership, transparency, and accountability (AFR-28). The role of parliaments is also strengthened through the transfer of technology and expertise from the Chilean Senate to the Paraguayan Congress, building a web database on legislative initiatives in Paraguay (LAC-50). Electoral technical cooperation between Mexico and Ecuador helped to improve formal democratic procedures and institutional capacities at the Ecuadorian National Council for Elections before Ecuador’s general elections in April and May 2009 (LAC-26)

*“Mutual learning was the final outcome of the project that could be highlighted, and which continues under development regardless of the funding we may collect for our cooperation” (AP-6).*

Also subnational ownership is benefitting from South-South learning and knowledge exchange. The cooperation among forty-five municipalities in El Salvador, Guatemala, and Honduras helps to manage regional public goods, such as water, in the Trifinio region (LAC-11). Here, regional South-South cooperation has transformed a “zone of tensions (no-man’s armed borders) into a zone

of integration and development” (LAC-6). Other experiences describe how South-South knowledge exchange can speed up gender equality and women’s political participation at the municipal level in Central America, using “learning-roads” methodology (LAC-46). Promoting human rights appears to be an attractive niche as well, which has been exploited by university cooperation between Argentina and Paraguay on the access to justice for vulnerable groups, including land rights (LAC-48). Land tenure, in addition to social services, housing, and livelihood, is also a key aspect of the global network of slum dwellers, reminding policy-makers and development agencies their duties with the urban poor (AP-24).

Does this mean that ownership can be taken for granted in South-South technical cooperation? The case stories indicate that there is a strong link between horizontal partnership and up-front involvement of the recipient countries, but this is not written in stone. The fact that sometimes it is difficult to achieve the agreed counterpart by the recipient (see section 2.1.5.) shows that ownership is not automatically built into South-South dynamics. Three main lessons could be addressed in the future. First, if the activity was boosted by high-level politicians, it often remains difficult to translate this commitment into actual implementation. Second, providers tend to focus on *their* ownership of the development programs and take a rather general look into the recipient’s leadership. Finally, embedding South-South learning and knowledge exchange in the national planning process seems to be the most promising way of ensuring that also smaller-scale activities are responding to national leadership.

### 3.1.2 Alignment

Focusing on capacity development and technical cooperation, most case stories elaborate on aligning South-South technical cooperation to the recipient’s public policies rather than using national public financial management and procurement systems. According to these experiences, policy alignment is high. This can be explained with the fact

*“The ability to listen carefully to the needs expressed by the different partners and to anticipate problem areas has been key in minimizing challenges” (AFR-3).*

that horizontal intergovernmental cooperation embeds these initiatives in the policies and plans of the corresponding ministries and governmental agencies of the recipient country. For instance, the New Rice for Africa initiative, to promote adapted species of cultivated rice, is implemented as part of agriculture national research programs in ten African countries (AFR-6). Indonesia’s support to Uganda’s microfinance sector, including Sharia-based microfinance, is embedded in the Rural Services Finance Program of the Ministry of Finance, Planning and Economic Development in Kampala (AFR-8). Finally, Argentina assists Haiti to develop capacities in public expenditures on childhood corresponds directly to priorities outlined in the latter’s Growth and Poverty Reduction Strategy (LAC-31).

On the other hand, the case stories also illustrate how South-South mutual learning contributes to better quality and usability of partner country systems. Southern-led capacity development around aid management platforms is enhancing the possibilities to improve the incentives of donors to use country systems (AFR-2). Costa Rica’s public financial management is learning from Chile’s experiences in the institutional capacity to evaluate budget management (LAC-30), and the AsDB-hosted CoP on managing for development results (MfDR) shares good practices on results management in country systems (AP-2).

Finally, while the Paris Declaration commits donors to draw conditions from the national development plans, the absence of conditionalities seems to be of specific relevance for the Southern debate. Especially in the African context, the featured experiences stress that South-South technical cooperation, as a trust-based modality, can

be implemented in an unconditional partnership, which is exposed in Cuba’s Integrated Health Program (AFR-20) and Nigeria’s Technical Aid Corps (AFR-16). Similarly, Ecuador supported Bolivia’s capacities in controlling dengue without conditions, drawing rather on the developmental proximity, shared interest, peer-to-peer political dialogue, and noninterference as basic guarantees for successful implementation (LAC-25).

Focusing mostly on South-South learning and knowledge exchange, the case stories do not explicitly address alignment to country systems, and information on coordinating technical assistance, one of the alignment proxies of the Paris Declaration, is still sketchy. There are indeed signs of difficulties to ensure this form of alignment, especially in regional contexts, where actors such as IDB found it rather challenging to take into account the distinct country systems in the three members of the Trifinio region (LAC-11). In the future, a particularly important issue will be the coordination of capacity development within broader national programs and a close attention to the effective use of existing capacity at the country level.

### 3.1.3 Harmonization

With an often limited presence of Southern providers in the recipient country, it seems that their activities are not yet creating the inherent problems of overlapping donor activities (for example, in missions and analytical work), which the Paris Declaration intends to tackle. According to the case stories, a reasonable strategy to meet the risk of further fragmentation, especially through small-scale capacity development activities, lies in aligning to national policies and supporting public institutions from within. While South-South learning is a top priority for many recipients, this enthusiasm still prevents a deeper look into transaction costs generated by South-South technical cooperation.

But there are also very interesting signs of enhanced harmonization. Several experiences have succeeded in bringing together donors around

*“Like in Brazil, Viva Rio works from within the neighborhood rather than from without, confronting its ‘outsider status,’ being more spatially and socially connected to ground truths than most other external actors in the country” (LAC-43).*

South-South learning and expertise exchange. The Comprehensive Africa Agriculture Development Program (CAADP), a NEPAD-led continental initiative aiming to eliminate hunger, reduce poverty, and promote economic growth, launched in 2008 a World Bank–hosted Multi-Donor Trust Fund, to which the European Commission (EC), the Netherlands and the United States are contributing (AFR-10). The Plan Trifinio facilitates a double harmonization through coordination among three recipient countries (El Salvador, Guatemala, and Honduras) to boost the harmonization of several European donors and development banks (LAC-6). Knowledge exchange between Morocco and Mauritania incentivized closer cooperation of bilateral donor agencies and multilateral development banks in the water and sanitation sector of the latter country (AFR-26). The Thailand-led initiative for improving human resource development in the Mekong region has generated guidelines for development partners’ participation, facilitating the coordination of donor members of the Development Assistance Committee (DAC) of the OECD (AP-8). These examples already indicate that, when attracting interest and commitment, South-South cooperation can be a strong trigger for harmonization among traditional donors. Mechanisms and platforms seem to play a very important role in this dynamic as well (see section 2.3.2.).

Comparative advantages are another essential dimension of harmonization and its most advanced form, the division of labor. Almost all case stories indicate clear and very specific added values on the providing side. In other words, accumulated expertise is key for being useful for peers, and, in general, Southern providers are very clear about their specific area of

comparative advantage. This is reflected in the support, facilitated by AsDB, of the Phnom Penh Water Supply Authority, a lead water utility in the Asian-Pacific region, to its Vietnamese twin around non-revenue water reduction, customer service improvement, and better financial management (AP-9). Also, Egypt’s experience in aquatic weed control in the Nile streams became essential for supporting Uganda in cleaning the outlets of the Kyoga and Albert lakes and thus contributing to ensuring the fishery sector and avoiding health risks (AFR-22). Drawing on their successful waste management in poor neighborhoods, the Brazilian municipalities of Belo Horizonte, Brasilia, Curitiba, and Rio de Janeiro helped to shape an inclusive municipal recycling program in Bogotá, Colombia (LAC-43). Chile-Compra, a lead procurement agency, helped to reform the procurement system of the Buenos Aires province in Argentina, fostering efficiency, transparency, and, importantly, access by small and medium enterprises (LAC-20).

*“Despite social, cultural, historic, and economic differences, Argentina and Haiti share the condition of countries that have experienced important political crises and that suffer a high economic and social vulnerability, which strengthens empathy among them, mutual commitment, and consequently ownership of the shared ideas” (LAC-31).*

In sum, the case stories indicate clearly that specific comparative advantages are observed as constitutive elements, even a *raison d’être*, for setting up and implementing South-South capacity development. However, these initiatives need to be coordinated, especially when scaling up small-scale activities. Also, a deeper look into still uncertain transaction costs would be useful. The impact of South-South learning would benefit from the lessons learned in harmonization over the last years, especially regarding incentives of working hand in hand with other development actors.

*“As a multi-ethnic society, Malaysia offers successful development experiences to countries experiencing conflict or rebuilding their communities after conflict” (AP-11).*

### **3.1.4 Managing for Development Results (MfDR)**

Applying the practices and standards of managing for development results still poses challenges to South-South technical cooperation, especially to small-scale capacity development activities. Methodologies highlighted in the recollected experiences include the logframe approach (AFR-3, LAC-18, LAC-21), surveys and feedback from participants (AFR-1, AFR-2, AP-2), or strengthening communities to measure the results in their immediate context (AP-23). Outputs are clearly identified, but due to the lack of evaluation practices it remains difficult to assess impact. As a proxy for many other cases, this is reflected in the Ecuador-Bolivia cooperation on dengue control, which took place in a dengue emergency affecting 7,000 people. The storytellers identified the urgent need to “include mechanisms for managing for results able to show the effectiveness of sharing knowledge, in particular for avoiding deaths and vector transmission” (LAC-25). Thus, evident success, palpable in all case stories submitted, needs to become more visible in the future. Similar challenges exist in some triangular experiences, where pilot initiatives such as the collaboration of Japan, Brazil, and Angola fail to integrate a results focus. The reasons: “Lack of time, experience, and expertise when three countries formulate [a] triangular cooperation project” (AFR-15).

Most countries still struggle with building monitoring and evaluating (M&E) systems and generating transparent, regular, and timely information. Learning how to be an effective Southern provider is still incipient, although opportunities are emerging, in particular in the realm of information management, reporting, and transparency.

Databases seem to attract a growing interest by new development actors (AP-3), cooperation maps can be adapted to SSC information flows (LAC-2), and agreeing on reporting systems seems to be a promising way (LAC-1). Overall, while the case stories show that ownership is a key element for South-South learning, operational challenges need to be tackled in order to use this modality for effective capacity development from within. It is, above all, a capacity problem at the provider end, which does not reveal the full scope, relevance, and impact of South-South technical cooperation.

However, the case stories also depict the investments in MfDR capacities at the recipient country level. Both the African and the Asian-Pacific CoP on MfDR are very strongly committed to good practices and peer-to-peer learning as a tool to build strong country systems capable of measuring development results and informing public policies. Data collection and analysis for policy design and implementation is pursued in several experiences. For example, a regional system of standardized citizen security and social violence indicators informs policy-makers in Colombia, Dominican Republic, Honduras, and other countries (LAC-10). Transferring easy-to-use research methodologies, the India-based ASER Centre and the East African civil service organization Uwezo build local capacity for assessing results of education policies in Kenya, Tanzania, and Uganda. The surveys strive to feed into education reforms and to create informed, homegrown, “bottom-up pressure” to effectively improve education systems (AP-23). These examples indicate that there is a continued demand for MfDR in the partner countries, which South-South learning can support through sharing and exchanging practices, methodologies, and approaches.

Over the next years and looking into the 2015 deadline for the Millennium Development Goals, MfDR will remain critical for justifying development efforts in general. Adapted methodologies to assess impact need to be developed for South-South learning and knowledge exchange. Results and impact also need to be communicated in a more straightforward way to citizens in the developing world.

### 3.1.5 Mutual accountability

Being at the heart of development partnership, the mutual accountability on each other's commitments has found a fertile ground in the featured experiences. The regional experiences are especially strong in creating peer pressure around sensitive policy areas. The APRM, which enables African countries to engage in peer reviewing each other on the progress in good governance and accountability (AFR-10), is an enlightening example. Likewise, the joint effort of ten Pacific islands, supported by AsDB, around aviation safety is based on "mutual oversight and enforcement of national compliance with safety and security standards in the aviation sector," with important changes in the behavior of individual countries (AP-7). Reinforcing parliamentary oversight over development policies through networking and experience exchange, national parliaments in the Great Lakes and Horn of Africa region are pressing for more accountability and transparency of both government and donors, opening up critical democratic policy space (AFR-28).

But a deep look into the universe of South-South experiences also gives insights on the limitations of mutual accountability. Often, these are related to a rather sporadic country presence and scarce institutional capacities of Southern provider agencies. Goodwill from both sides does not necessarily mean that mutual commitments are met. For instance, Uganda was delayed in living up to its pledge to ensure tax exemptions for Egyptian products and services that were helping to fight the rise of aquatic weed in its lakes (AFR-22). The collaboration between the African Union and Indian Technical and Economic Cooperation (TCIL), intended to create a Pan-African satellite-run e-network, faces challenges because some African

*"South-South cooperation in which both parties directly engage, manage, and participate can help strengthen the competencies of the parties along the whole process" (AP-1).*

contributions (in the form of infrastructural facilities) are overdue. On the other hand, the agreement did not include any mechanism to hold the provider, TCIL, accountable for the quality and timeliness of its services and products (AFR-23).

While evolving South-South development partnerships are growing more complex and ambitious, learning from mutual accountability frameworks will become more relevant in the near future. If horizontal cooperation (see below) is to be taken serious, meeting mutual commitments should be at the heart of South-South learning. In particular, incentives and accountability should be addressed in the process of creating and strengthening provider agencies in the South.

### 3.2 Enriching the aid effectiveness agenda

Within a mutual learning between South-South cooperation and the aid effectiveness agenda, countries and organizations involved in South-South technical cooperation feel that there is much to contribute to the evolving global development policies. Acknowledging that lessons learned by traditional donors can help to improve the impact of South-South cooperation, there are also many opportunities to enrich the aid effectiveness agenda with the experiences and practices, especially of middle-income countries as both providers and recipients of aid.

Therefore, enriching this agenda constitutes also a starting point for partner countries from all over the world to engage with a practice-oriented and evidence-based approach in the discussions on how to achieve better development results. The case stories include a rich menu of proposals of Southern contributions to the evolving partnership paradigm, in particular with a look into the next High Level Event, to be held in Seoul in late 2011. Some of these have already been touched upon in the previous section, such as strong consideration of comparative advantages and the engagement in democratic ownership. The following pages will show how South-South cooperation contributes to strengthening three elements less attended in the conventional approach to aid effectiveness:

## The Accra mandate (2)

### Enriching the aid effectiveness agenda with the practices of South-South cooperation

*We acknowledge [...] in particular the role of middle-income countries as both providers and recipients of aid. We recognize the importance and particularities of South-South cooperation and acknowledge that we can learn from the experience of developing countries (AAA para. 19b).*

first, a strong bid for horizontal partnership based on mutual trust, in which all partners learn; second, the capacity to mobilize regional dynamics and solutions for shared development challenges; and third, the case stories have generated valuable inputs to the discussion on good-fit technical cooperation, that is, a potentially more efficient, context-responsive support to capacity development, able to create strong incentives for policy and institutional change.

#### 3.2.1 Boosting horizontal partnership

The case stories illustrate a very specific form of development cooperation relationships that can

be described as horizontal partnership. Peer-to-peer learning, mutual knowledge exchange, and sustainable investments in long-term partnerships can be described as basic ingredients. South-South cooperation does not automatically entail horizontal cooperation, and horizontal cooperation is not limited to South-South cooperation, as shown in the experiences in triangular cooperation (see section 2.2.2.). As the case stories depict clearly, horizontal partnership is based on trust, mutual benefit, and equity among the partners that engage in South-South and triangular cooperation for capacity development.

**Trust and mutual respect** is identified in several experiences as a key factor for success. A knowledge exchange on controlling the arsenic contamination of water and food between the Bangladesh Chemical Society and the Argentinean Institute for Scientific and Technical Research has shaped this kind of “solid and self-sustained cooperation based on mutual trust.” A nonexisting budget did not hinder the partners to engage in horizontal learning on water treatment with cheap but effective technologies (AP-6). Confidence also played a role in the transfer of Argentinean expertise to Haiti in estimating public expenditures in childhood, with the result that “Haitian authorities allowed even sensitive information to flow without any type of conditions.” Here, an

### From South-South to horizontal cooperation

*Initiated in the 1950s, South-South cooperation is a diverse historic process with strong roots in non-alignment movement of the Cold War. Twenty years after the fall of the Berlin wall and in the midst of pressing global crises, the world is characterized by multipolar social and economic progress, changing global governance, and an increasing diversity of development models and paths. The case stories show that South-South cooperation continues to be a strong reference for most actors. Yet, its actual contents, such as trust, mutual benefit, and equity, are not automatically built into any cooperation between developing countries, especially if the development gap between them is significant. Nor are these values exclusive characteristics of South-South cooperation, but can be found, as shown in the case stories, in multilateral platforms and triangular cooperation as well. Therefore, horizontal cooperation (and horizontal partnership) appears as a more precise, content-related concept that might bring together the diverse actors from North, South, East, and West around a shared goal: promoting trust, mutual benefit, and equity as constitutive elements of effective development partnerships.*

important factor for trust was the creation of a peer-to-peer relationship, especially at the level of the officials from both countries' ministries (LAC-31). Trust-building is also an intrinsic component of CDDE's bid for strengthened relations across countries, for example, through electronic communication at the individual level (AP-4). In triangular cooperation, mutual confidence constitutes a core element for an increasingly smooth coordination among the larger range of actors, as shown in the collaboration between Germany, Brazil, and Mozambique around quality standardization (AFR-14). Differences in opinion in setting up a public sector triangular cooperation between Spain, Chile, and Paraguay were resolved in a "climate of greater trust and openness" (LAC-17).

Mutual benefit is a recurrent theme in different case stories. Most prominently, the China-Africa program draws on a mutually benefitting process, transferring Chinese experiences in poverty reduction and development to Africa and enabling China to improve its partnership with African countries through a wider network of stakeholders and better adaptation of its program (AFR-17). Mutual interest is also recognized by Egypt in its cooperation with Uganda, where Cairo desired to "strengthen its relations with Uganda as one of the most important Nile Basin focal points for Egypt's supply of Nile water from Lake Victoria" (AFR-22). Especially in South-South learning among middle-income countries, many provider countries openly identify their benefit from supporting the recipient, inherent to peer-to-peer learning. For example, the Ecuadorian Ministry of Health stresses the concept of

*"Horizontality has also been a key element and is one of the factors accountable for the quick impacts of the program. The partnership approach included no conditionalities and often involved a generous full transfer of proprietary rights of technology and processes" (LAC-20).*

"double dividends" where both sides, here with Bolivia, strengthened their capacities in managing and controlling dengue epidemics (LAC-26). In another case story, the Center of Legal and Social Studies, an Argentinean non-governmental organization, expressed its gratitude for having achieved a better understanding of the human rights situation in Paraguay after its collaboration in the creation of human rights chairs in two Paraguayan universities (LAC-48). Finally, transferring its Bolsa Família, a conditional cash transfer (CCT) model, to other countries, Brazil's Ministry of Social Development and Hunger Alleviation is benefitting from learning how to expand and consolidate a CCT (AFR-31).

**Equity** as a third ingredient for horizontal partnership is very much related to the perceptions of similar challenges faced by the partners. Evident in almost all case stories, the perception of sharing the same contextual opportunities and caveats seems to build a strong fundament for building effective partnership, in some cases resulting in a short cut to development solutions. The water facilities twinning exercise between Cambodia and Vietnam, boosted by AsDB, relates to the fact that both sides work with similar technologies and draw on "common cultural traits", allowing a smoother exchange of experiences and practices (AP-15). The sense of equity seems to be especially strong in difficult contexts and critical development challenges. For example, Colombia shares its lessons in disarmament, demobilization, and reintegration with peers in Liberia, Haiti, Sri Lanka, and the Philippines. Facing armed conflicts, peer learning appears to be a powerful tool for achieving basic conditions for human development, since not only lessons, but also political sensitiveness is shared (LAC-24). This is also strongly reflected in the peer learning process around public sector capacity development in post-conflict Burundi, Rwanda, and Southern Sudan, where "more equal power relations [are] leading to greater openness, camaraderie, and spirit of 'umuntu, ngumuntu, ngabantu,' meaning a person is a person through others" (AFR-3).

### 3.2.2 Regional learning, regional solutions

Regional processes have not been included in the Paris Declaration, but constitute a versatile dimension for boosting aid and development effectiveness. South-South knowledge exchange and mutual learning often follows a regional logic in Africa, Asia-Pacific, and LAC. There is a perception that regional dynamics can address shared development challenges and facilitate joint management of regional public goods.

*“Over the last three years, the different public debt agencies have accumulated personal, professional, and governmental knowledge and synergies can be generated through a simple telephone call” (LAC-5).*

It is therefore not surprising that another powerful contribution from the case stories can be found in regional learning processes. Often, these are facilitated by the regional development banks, but also some bilateral DAC donors engage in activities covering several countries in certain region or subregions. Finally, cross-regional knowledge exchange is emerging with great potential for cross-fertilization between distinct development contexts.

In LAC, both the IDB and the OAS are playing a brokering function for South-South learning, which countries are using very actively. A strong message comes from the collaboration of ministries of labor of the thirty-four OAS member states that come together under the umbrella of the Inter-American Network for Labor Administration (RIAL), created in 2005. In addition to workshops, the RIAL is successfully promoting high-quality technical assistance and mutual capacity development between the ministries in areas such as security of employment, migration, and gender equality and labor implications of free trade agreements (LAC-4). Similarly, the IDB is boosting South-South cooperation around institutional strengthening of public debt management agencies within the LAC Debt Group. Here,

an electronic list has proved to be a very powerful tool for channeling quick communication of national practitioners around debt management models and protocols (LAC-9). Subregional cooperation does not lag behind. The fifteen CARI-COM members have engaged in a mutual training program on implementing their single market and economy, “extending the tradition of pooling resources to capitalizing comparative advantages through transfer and sharing” (LAC-3). In Asia-Pacific, AsDB plays a key role facilitating country-to-country exchanges, for example in the twinning exercise between Cambodia and Vietnam (AP-15), and regional dynamics, such as the CDDE (AP-4), and the AsCoP (AP-2). Furthermore, the Thailand-funded Asia-Pacific Development Center on Disability mobilizes more than 30 ministries and agencies, as well as 200 associate organizations, for the social and economic empowerment of persons with disabilities, who constitute one out of ten people in the region (AP-5). In Africa, the NEPAD-led CAAPD engages with its member countries in learning and experience exchange on trends in African agriculture and rural development, as well as policy options around land and water management, market access, hunger, and agricultural research (AFR-10).

Still incipient and less structured, cross-regional learning is also taking place, especially between Asia and Africa. Often, these initiatives have been supported by the World Bank’s South-South Experience Exchange Trust Fund (SEETF) and Japan’s Third Country Training Program. Cross-regional learning can involve African partners supporting an Asian country, as happened in the SEETF-funded transfer of Ghanaian and Zambian road management expertise to Laos (AP-25). Or it takes place between several partners in both regions, for instance, Malaysia’s investments in the consolidations of peace for multicultural nations, such as Afghanistan, Iraq, Sudan, Sri Lanka, East Timor, and Bosnia-Herzegovina (AP-11). But surprisingly, cross-regional South-South technical cooperation also occurs in a smaller scale and without a strong donor behind. In these cases, partners are benefitting from communication technologies and

clearly identified comparative advantages. This is the formula for success in the Argentina-Bangladesh exchange on water management, as stated above. Also from Argentina, the mutual insurance association AMPF coordinated an online training and capacity development course for the Ministry of Labor in Niger interested in creating a similar association for its employees. Here, both sides shared an amazing verve to overcome cultural, geographical, linguistic, and technological distances (AFR-7).

Evidently, regional learning for adapted solutions refers directly to the shared challenges that are addressed through peer-to-peer exchanges. It is therefore closely linked to the three basic elements of horizontal partnership as described above (trust, mutual benefit, and equity). While the conventional approach of the aid effectiveness agenda mostly looks into country situations, the regional energy of South-South cooperation can connect developing countries with each other in order to find effective solutions to common problems.

*“The skills and experiences provided by the Indonesian experts and training programs are very unique and unavailable in more developed countries, where well-maintained infrastructure and highly mechanized equipment are required to perform agricultural activities” (AP-17).*

### 3.2.3 Investing in good-fit technical cooperation for capacity development

In recent years, traditional technical cooperation is being re-scrutinized against its impact on capacity development, the alignment to national priorities, its accountability, and the overall efficiency. Some donors, most prominently the European Commission, have engaged in a reform process, and platforms such as the Capacity Development Alliance are investing efforts in identifying the best ingredients for good-fit technical cooperation.

The case stories offer several important lessons on how to enhance technical cooperation that might further enlighten this relevant debate. South-South technical cooperation seems to rely on certain comparative advantages that relate to its efficiency, the use of adequate expertise, and its potential to generate the right incentives.

As the most obvious characteristic of South-South learning, **efficiency** has been highlighted by several experiences as significant added value. The Cuban Program for Integrated Health in Africa mostly draws on 1.259 high-quality medical staff and experts from the Caribbean island, with no cost for the recipient countries (AFR-20). Cuba also generated substantial cost reduction by supporting Egypt’s plans to produce mandatory vaccines and thus become more self-reliant. Estimates indicate a cost savings of around 50 percent in comparison to the international market (AFR-22). Improved efficiency was also achieved in ChileCompra cooperation with the Buenos Aires province’s procurement agency, where costs were reduced with software donations and free training (LAC-29). No-cost cooperation activities are rather the rule, especially in South-South activities implemented by middle-income countries.

Evidently, this added value is very closely related to the use of specific **human resources** for peer-to-peer capacity development. It is true that South-South technical cooperation has of course a cost, even if it is not reported (and still very difficult to report). However, the vast majority of Southern technical cooperation providers use existing and available human resources in their own public institutions, such as ministries or specialized agencies. This is the case of the officials of the Argentinean Ministry of Economy and Public Finances, which supports Haiti’s capacities for childhood-related public expenditure, a formula that makes it more efficient than North-South cooperation. But more importantly, these staff are also engaging in a strong peer relationship based on “empathy, mutual commitment, and consequently ownership” (LAC-31). Similarly, Vietnam selected senior officials and economic advisors involved in the design and implementation of the Doi Moi Policy as trainers

*“Countries at similar stages of development are also likely to rely on similar technologies, which are likely to be more appropriate to them than technologies adopted in more industrialized countries” (AP-15).*

and speakers in its support to Nepal’s new growth and development strategy. Here, the members of the Nepalese Constituency Assembly obtained in-depth policy insights in the processes leading to a market-based economy (AP-19). But the collected case story universe also included (rather rare) examples of Southern consultants engaging in South-South learning. The Japan-funded Triangle of Hope for promoting investment in Zambia has involved a Malaysian advisor bringing in his experience as former deputy director-general of Malaysia Industrial Development Agency. This person could share over a longer period of time the strategies used in Malaysia and links Zambian institutions to Malaysia and other Asian countries, helping to overcome “invisible barriers” to African trade and investment relations with Asian-Pacific countries (AFR-13). In sum, high-quality technical cooperation can be facilitated by committed and experienced Southern experts, which helps to ensure that South-South technical cooperation is adapted, attractive, and effective for the recipient country.

The closer relationship between provider and recipient seems to be one of the reasons why South-South technical cooperation is an effective trigger for capacity development. Another essential ingredient is the **incentives** that South-South learning and knowledge exchange create for implementing policy and institutional reform. A new vigor for actually transforming learning into action is emerging when, in similar institutional and structural development challenges, one or several champions have identified feasible and adapted paths to achieve improvements *despite* the caveats. This is clearly the case in Brazil’s expertise in conditional cash transfers, the Bolsa Família Program,

which contributes effective income-transfer solutions for targeting the use of conditionalities and performance-based public management (AFR-31). While Northern solutions often appear abstract in Southern contexts, practitioners from the developing world are speaking the same language. Tackling more directly the (non-)enabling environment, the solutions are potentially more context responsive, especially when they draw on the provider’s comparative advantage (see section 2.1.3). This is neatly reflected in the success of the regional CoP in boosting MfDR in Asia-Pacific (AP-2) and Africa (AFR-1), as well as the UNDP/IATI initiative on development assistance databases, where the “South-South exchanges among countries with similar challenges often resulted in an extra motivation and greater incentives to implement solutions back home” (AP-3). Peer pressure, such as described for APRM (AFR-10), plays an important, yet still underexplored role for generating strong incentives. In another context, Cambodia and East Timor experienced that the “soft part of the partnership” helps to “accommodate and broker different values, interests and positions of the parties”, a clear advantage to traditional partnership, “less resilient in this regard” (AP-1). South-South consensus on practices, frequently thriving in regional processes such as the IDB-driven system of social violence indicators, is another trigger for boosting actual policy and institutional change (LAC-9). Together, these experiences show that South-South learning and knowledge can create more effective incentives. In the future, this assumption could be tested against an analysis of the how-to’s and the process-related conditions under which better motivation and feasible reform is fostered by mutual learning.

In sum, the case stories open a wide floor for exploring the specific values and comparative advantages of South-South learning in the overall bid for more effective technical cooperation. Deeper research is necessary to obtain more conclusive results, especially in the realm of efficiency. Further investment in transparency regarding inputs and outcomes are necessary. In other words, sound information systems and an

enhanced results management is required to assess the efficiency of South-South cooperation on a solid ground. Importantly, improved and adapted incentives, very much promoted in the discourse on capacity development, should also be explored more systematically. It is in this area that horizontal cooperation can make a clear difference and even revise current thinking on reforming policies and institutions. Future analytical work could therefore draw on the quite consistent messages from the case stories on how to improve the effectiveness of technical cooperation.

### 3.3 Identifying complementarities between South-South and North-South cooperation

Over the last years, South-South cooperation has often happened in parallel to and even isolated from the more conventional development cooperation provided by DAC donors. During the HLF in Accra, donors, partner countries, and multilateral institutions recognized that this gap needs to be bridged, not only through mutual learning (as shown in the two previous sections), but also through actual and concrete complementarities. In this sense, paragraph 19e of the AAA highlights that “South-South cooperation (...) is a valuable complement to North-South cooperation,” while paragraph 19b “encourage[s] further development of triangular cooperation,” especially with middle-income countries as both providers and recipients of aid.

The collected evidence illustrates that this complementarity is already in full motion. Sig-

nificant efforts have been invested in recent years. An encouraging picture emerges from the case stories, with interesting details of how the developed, the developing, and those that are in between could build gangways between South-South and North-South cooperation. Two main pillars can be identified. First, triangular cooperation is a tool for mutual learning and venturing horizontal partnership, which entails some risks, but also huge opportunities. Second, mechanisms for promoting and funding South-South cooperation are often strongly backed by traditional donors and multilateral organizations, in particular the multilateral development banks. The case stories show that, while still needing to capitalize knowledge and feedback, these mechanisms are a critical contribution, even a *conditio sine qua non*, for scaling up horizontal partnership within a flexible, sustainable, and demand-responsive logic.

#### 3.3.1 Triangular cooperation

As a modality for development cooperation, triangular cooperation can be defined as the collaboration between a Southern (sometimes called pivotal) provider and a Northern donor in benefit of a third recipient country. Triangular cooperation entails learning on all sides and should not be confused with direct support to South-South cooperation, for example, through “hands-off” funding. This basic definition requires a deeper look into specific situations. Among different constellations, the case stories point out trilateral, regional, and multilateral cooperation, sometimes even in a mixed form. For example, the OAS facilitated part of a triangular cooperation in which Chile, financially backed by Canada, helps seven CARICOM members to boost their social protection systems (LAC-16). However, most triangular cooperation projects submitted in this call for case stories are following quite closely the above-mentioned “triangle formula”. Germany, Japan, and Spain are the DAC donors with most activities in triangular cooperation, but Canada, Ireland, and Korea are also entering the stage.

#### The Accra mandate (3)

##### Identifying complementarities between South-South and North-South cooperation

*[SSC] plays an important role in international development cooperation and is a valuable complement to North-South cooperation (AAA para. 19e).*

Several lessons can be drawn from the role of triangular cooperation as a bridge to South-South cooperation in the context of aid effectiveness. The cases show that triangular cooperation is very much related to the concept of horizontal cooperation, in which all partners are learning. However, they also demonstrate that one of the greatest risks of triangular cooperation is to undermine the ownership of the recipient country. Another limitation is the substantial transactions costs of setting up triangular operations and bringing together a larger range of actors, all of them with different institutional settings and interests. One of the solutions seems to be country-led comparative advantages, ensuring a division of labor aligned to recipient policies and priorities. These are the essential basics to take into account for future investments in triangular cooperation.

**Learning for horizontal partnerships:** Since triangular cooperation is still a new modality for both traditional donors and Southern providers, the relations between the partners tend to be more horizontal. DAC donors have shown a high interest in venturing new roles and in learning how they can improve their performance toward the developing partners. As a pioneer in supporting South-South cooperation, Japan promoted triangular cooperation through its JICA-ASEAN Regional Cooperation Meeting (JARCOM). This platform encouraged Japan to acquire skills as a “low-profile facilitator (...) more responsive to the diverse multilateral needs of Southern partners” (AP-10). Ireland engaged in a particularly inspiring triangular learning partnership with Liberia and East Timor on the role of women in conflict prevention, management, and resolution in light of the United Nations Security Council Resolution 1325 (AFR-30). Also, Germany and Spain express their strong desire to have a more active role in triangular operations. A pilot on quality standardization and consumer protection in Mozambique, implemented by Brazil and Germany, boosted a learning process finally translated in a shared official concept and guidelines, opening the door for future scaling-up among the two providers (AFR-

*“An export of the successful Mexican experiences is of high interest to other countries in the region, especially in Central America and the Caribbean, which can learn a lot from the factors of success and the difficulties overcome in solid waste management in Mexico” (LAC-15).*

14). Similarly, Spain started triangulating efforts with Chile with the aim to assist Paraguay’s public sector modernization, gathering sensitive lessons on how to embed triangular cooperation in the aid effectiveness agenda (LAC-17). As one of the newcomers in triangular cooperation, Korea tested the modality for the first time by working with Peru and Algeria. The objective was to improve the latter’s capacities in breeding seed potatoes and thus enhancing its food sovereignty (AFR-12). In this case, Peruvian provider capacities were also upgraded. Benefits for the Southern provider can also be observed in Mexico’s improved abilities and strategic positioning after having implemented with Japan triangular cooperation for earthquake-resistant popular housing in El Salvador (LAC-13).

**Ensuring recipient ownership in the triangle:** Ownership of the recipient country can be still a challenge for triangular cooperation. The risk of losing touch with the recipient is especially imminent if the traditional donor and the Southern provider are focusing their attention on setting up their collaboration and the recipient country has not taken the lead, as was observed in discussions in Nicaragua (LAC-47). There are good examples of how triangular cooperation was effectively aligned to national priorities, for example, by Germany’s and Brazil’s support to Mozambique’s quality standards, critical for the globalization and regional integration of its economy (AFR-14). In Algeria’s case, the demand for Korea’s and Peru’s collaboration came directly from its National Institute for Agriculture Research (AFR-12). Guatemalan ownership went further by actually funding, with its own resources, a follow-up phase of Mexico’s and

Germany's training in integrated solid waste management (LAC-15).

However, it is evident that there is a need for balancing "uneven horizontalities". While the relationship of peers between the traditional donor and the Southern provider advances, the leadership of the recipient should not be taken for granted, as shown in the joint Spain-Chile preparation of a public sector modernization project in Paraguay (LAC-17). This is especially critical when the demand side is uncertain. Japan's JARCOM program offers some relevant lessons on balancing supply and demand, while taking into account that triangular cooperation should aim to narrow gaps and "making boundaries among cooperating and beneficiary countries less relevant" (AP-10). Matching demand and supply carefully can mean that the advantages of the Southern provider might wane. After a successful knowledge exchange, El Salvador's vice ministry of Housing and Urban Development showed less interest in a continued support from Mexico's National Center for Disaster Prevention (LAC-13). This example shows how recipient leadership has a huge potential to effectively guide triangular efforts within a reasonable division of labor.

**Comparative advantages as the basis for triangular efforts:** Indeed, comparative advantages are guiding most of the triangular case stories. Algeria's National Institute for Agricultural Research improved its capacities for breeding potatoes (and ultimately ensuring food security) by drawing on Peru's ample expertise in potato breeding (being the cradle of the potato) and Korea's advances in research technology (AFR-12). Malaysia and Japan offered learning on how to consolidate peace in multicultural nations (such as Sri Lanka, Iraq, or East Timor), based on their experiences

*"Learning is an essential results for its application to the rest of the programme and the contribution of generated knowledge to the debate on triangular cooperation" (LAC-17).*

of maintaining peace in a plural society and vast experience in post-conflict reconstruction, respectively (AP-11). In an OAS-facilitated project, Bolivia and Peru learned from Mexico's advantages in measuring natural gas flows and Brazil's capacities in metering chemical composition of this natural resource, while the German National Metrology Institute contributed high-quality technical and technological solutions (LAC-14). Given the lack of a recipient or Southern provider-led case story on triangular cooperation, it is difficult to assess whether these comparative advantages are the same ones that the final beneficiary would highlight. However, it can be assumed that, when based on national ownership, the review of comparative advantages of the offering partners (both individually and collectively) is certainly a powerful tool for ensuring that triangular cooperation is effective.

**Recovering transaction costs through scaling up:**

Triangular cooperation tends to involve a larger range of actors than North-South or South-South cooperation. A brief screening of the case stories reveals that some experiences induced the collaboration of up to eleven parties. Far from being an exception, the joint Japan-Brazil pilot on training health staff for the Joseina Machel, a reference hospital in Angola, generated efforts of two Angolan counterparts (Ministry of Health, the hospital), two official Brazilian parties (the agency ABC in Brasilia, the Embassy in Luanda) and three Brazilian universities, as well as Japan's headquarters and its offices in South Africa and Brazil (AFR-15). Lacking operational procedures and policy guidelines, the start-up of a triangular cooperation operation is very time and resource consuming for the involved partners. Delays from six to twenty-four months to translate the initial agreement into the start of the implementation are the rule. The setting-up process is lively depicted in the case story on Spain's and Chile's support to Paraguay's public sector reform. One conclusion from this case is that triangular cooperation "faces more challenges in management, coordination, and implementation than traditional North-South cooperation:

the convergence among three countries with distinct management systems, the diversity of stakeholders, the geographic and cultural distances, the uneven horizontality in the relations, and the indecision on the rules of the game” (LAC-17).

However, it might not be fair to assess short-term investments against long-term gains in horizontal partnership. This calculation has led to a substantial reshaping of the JARCOM model, because, put bluntly, the “benefits of long-term capacity development (...) are difficult to verify despite relatively high immediate costs” (AP-10). Yet, traditional donors also perceive the benefits of institutional learning and investing in pilots that then can be scaled up. For example, the Japan-Brazil Partnership Program launched a second phase in Angola based on the lessons learned (AFR-15), while Germany and Brazil agreed on joint standards after having implemented the pilot in Mozambique (AFR-14). In fact, systematizing lessons in triangular cooperation and scaling-up of triangular efforts seems to be a smart way for recovering the initial investment. It should be also acknowledged that horizontal cooperation can come at a somewhat higher institutional price, but also tends to bear broader fruits involving more stakeholders and facilitating innovative learning.

A conclusion from analyzing the case stories is that triangular cooperation entails a huge potential for horizontal partnership. True win-win-win situations, in which all partners learn and benefit from each other, can emerge, thereby blurring the boundaries of donors and recipients. However, triangular cooperation also faces two major challenges. First, national ownership of the final beneficiary is not automatically built into triangular efforts, but rather fragile. This is especially true when the traditional donor and the Southern provider focus on creating a strong equal relationship among them, which can, however, result in an uneven partnership toward the third country. Second, transaction costs tend to be high due to a multiplication of actors and a more complex coordination among three parties. A too simplistic approach to these costs should be avoided, since they also relate to institutional learning and

investing in horizontal partnership. The immediate benefits might be somewhat intangible, but no less relevant when the partnership paradigm enshrined in the Paris Declaration and the AAA is to be taken seriously. Both challenges, ownership and transaction costs, could be resolved by embedding triangular cooperation further in country-led coordination, opening also the view on comparative advantages as a basis for scaling-up.

### 3.3.2 *Mechanisms for promoting South-South cooperation*

While South-South learning and knowledge exchange is gaining traction, it often draws on very scarce resources and takes place in an isolated form. Developing countries willing to share their expertise tend to resolve this lack of fuel with creativity and (often personal) commitment, recycling available budgets and human resources. However, this approach entails severe limitations, especially in terms of scaling-up, coordination among South-South partners and their platforms, accumulative learning, and the generation of good practices. It is also one of the main causes why there are still some voices that claim that South-South cooperation does not exist: it frequently happens in an informal, uncoordinated, and ultimately invisible way.

Because of the meaningful work of IPRCC, donors and international professionals are gradually getting attracted to work for and with IPRCC (AP-12). While part of the solution could lie in better information systems (see section 2.1.4), several case stories describe very clearly how mechanisms and platforms have enabled them to promote effective South-South cooperation. These are sometimes related to funding, such as Canadian CIDA’s financial support to Rio Vivo’s engagement in reducing

*“Because of the meaningful work of IPRCC, donors and international professionals are gradually getting attracted to work for and with IPRCC” (AP-12).*

social violence in communities of Bel Air in Haiti (LAC-49) or to the South African program on building state capacities in post-conflict Burundi, Rwanda, and Southern Sudan (AFR-3). Japan is very actively supporting South-South exchanges through its Third Country Training Program, to be found behind several case stories (AFR-4, AP-10, AP-16, and AP-19). Resources come from multilateral institutions as well, such as the OAS's Cooperation Fund for the Labor Network RIAL (LAC-4) or the IDB's Program for Development Effectiveness (see LAC-29, LAC-30 and LAC-50). Interestingly, developing countries have engaged in setting up their own funds. The Egyptian Fund for Technical Cooperation was instrumental to kick off its support to Uganda in its effort to control aquatic weeds (AFR-22). With rather small funds, the Argentinean Fund for Horizontal Cooperation financed part of the trainings facilitated by Argentinean Plata University to the Peruvian National Service for Agricultural Health (LAC-23) as well as the transfer of olives cultivation and processing capacities from Argentinean National Institute for Agriculture Technology to the Peruvian Commission for Export Promotion (LAC-32).

Moreover, recent years have seen the emergence of mechanisms that include funding, but also go beyond by promoting learning, matching demand and supply, innovating modalities, and coordinating actors. The case stories illustrate an impressive diversity of mechanisms located at national, bilateral, regional, and global levels, which are promoted by multilateral institutions and increasingly partner countries as well. While these mechanisms are likely to mushroom as a result of the renewed momentum for South-South and triangular cooperation, lessons from the case stories show that an effective mechanism needs to be set up with sufficient political will and sophisticated resources, engages in straightforward coordination with other platforms and development actors, brokers demand and supply in a balanced way, and is committed to open-minded and accumulative learning.

Setting up a sound mechanism for promoting South-South cooperation: A quick review of the

*"The South-South Experience Exchange Trust Fund has helped the World Bank realize the important and unique role it can play as a 'global connector' by responding to countries' demands to learn from one another—especially when countries span multiple regions" (GL-1).*

showcased mechanisms shows that tools for promoting South-South cooperation are still in an early stage of development. All but one platform have been created after 2003, the exception being the Nigerian Technical Assistance Corps (TAC) launched in 1987. It is therefore a good moment to assess what it takes for designing and launching an effective mechanism for South-South cooperation. One first answer is high-level political commitment. The World Bank–hosted South-South Experience Exchange Trust Fund (SEETF) was launched in 2008 as an initiative of a World Bank managing director, who, as a former Nigerian minister of finance, had experienced a successful exchange with Chilean experts and desired to create a flexible funding mechanism for South-South learning (GL-1). Chinese leaders, including the president and ministers of three government departments, strongly committed in 2005 to the creation of the International Poverty Reduction Center in China (IPRCC), a national mechanism, feeling "that they could share their experiences with the developing countries and assist them to reduce poverty" (AP-12). The regional Ibero-American Program for Horizontal South-South Cooperation was endorsed in 2008 by sixteen directors for development cooperation from Latin America (and Spain) with the objective to seize opportunities and face challenges of South-South cooperation in LAC (LAC-18). CDDE benefits from strong ministerial support for its chair and steering committee (AP-4). Mexico and Chile launched their bilateral fund as part of their 2006 Strategic Partnership Agreement, aiming at renewed bilateral relations, especially in the technical-scientific and cultural areas (LAC-21). Nigeria boosted its TAC at the presidential level "as a foreign policy tool for the

consolidation of Nigeria’s role in the independence struggles of some African countries” (AFR-16).

A second lesson is that putting this political will into practice requires a critical amount of funding. In the experiences where these numbers are available, resources range from to US \$1.5 million for the Ibero-American Program to US \$4.35 million for the SEETF.

Importantly, institutional set-up requires close attention, as stressed in the IPRCC case story. Apart from political support and financial means, it is critical to create a responsive bureaucracy with a strong poverty focus, which develops capacities to design and implement serious and relevant programs. Attracting external expertise, professionalization, and incentives to retain high-profile staff constitute another crucial task, especially for new institutions in the global South (AP-12). During its reform process, the Office for Planning and Budget of the Uruguayan Presidency, partly converted into a capable platform for “horizontal partnership”, came to similar conclusions. An adapted legal framework, hiring and consistent training of staff, knowledge management (see section 2.3.2.), and improved coordination with other government branches, such as the Ministry of Foreign Affairs, are basic ingredients to build and boost sound institutions for South-South cooperation (LAC-20).

**Matching demand and supply:** One of the core functions of South-South cooperation mechanisms lies in targeting needs in one context and mobilizing expertise from another. Comparative advantages in capacity development are more easily identifiable to regional and global mechanisms with a broader picture. CDDE manages the demand-supply match through its website [aideffectiveness.org](http://aideffectiveness.org), a help desk, and face-to-face events (AP-4). SEGIB’s program covers this dimension through the database on good practices (LAC-18), and the regional development banks have developed specific, sometimes very simple tools to ensure that availability and lack of capacity, for example, in public debt management, is matched (LAC-9). The latter case indicates that meeting demand and supply seems

to work especially well if the area of expertise is clearly delimited. In contrast, global mechanisms, such as the World Bank’s SEETF, work on a case-by-case basis. Countries can request financial support to learn about how to address priority development challenges. Since country demand has already been identified, the World Bank’s global brokering function plays an important role in the success of the response (GL-1). The supply side is often very visible in national mechanisms. As such, IPRCC strives to share the “enormous experiences of China in alleviating poverty, China [being] a storehouse for such learning” (AP-12). The China-Africa program shares specific Chinese expertise in sectors such as agriculture reform, rural development, infrastructure development and financing, foreign direct investment, and trade development (AFR-17). Efforts to identify the actual supply side are described in detail in the case story on Colombia’s Caribbean Strategy. Its set-up included workshops with national entities, field visits, and exchanges with partners of the region, thus ensuring a sound match with the existing demand as well as also the actual provision capacity (LAC-19). It is, however, evident that the brokering function of mechanisms needs to be developed further in order to generate a transparent and just-in-time South-South exchange, which should be based on actual comparative advantages. While the demand can be quite easily identified at the country level, the provision of Southern expertise would benefit from regional and global approaches to finding, assessing, and channeling relevant supply.

**Creating a consistent menu of modalities.** The modalities designed and implemented by the featured mechanisms cover a large range of tools and methodologies for promoting exchange and learning. In line with its role as “global connector”, the World Bank–led SEETF mainly funds study tours, workshops, training, video conferencing, and round-table discussions (GL-1). As a national platform, IPRCC is built on four main pillars: training, research, exchange events, and cooperation with other development actors, all of which is further boosted by an active dissemina-

tion through websites and publications (AP-12). Drawing on resources of their joint fund, Mexico and Chile have conducted mutual consultancies, exchange of experts and officials, internships, short- and medium-terms missions, training, workshops, dissemination, and exhibitions, especially in the area of scientific and cultural cooperation (LAC-21). SEGIB's Ibero-American Program seeks to improve institutional South-South cooperation capacities of Latin American agencies and ministries through a regional set-up that includes enhanced information systems, training, an annual report on South-South cooperation (see LAC-1), a database of good practices, and thematic debates (LAC-18). In Asia-Pacific, CDDE draws on both traditional means (such as events, analysis, and a help desk) as well as new technologies (such as a knowledge management portal and web-based exchanges) (AP-4). Encouraging ingredients for strong and useful mechanisms are emerging; however, most platforms still seem to struggle with the synergies among different modalities and embedding these in a continued learning and feedback cycle.

**Learning to manage knowledge:** Contradictorily, the verve of South-South learning is often restrained by the lack of knowledge management. Regional and global mechanisms especially have a critical role to play in systematizing lessons and innovating tools, methods, and modalities. Once institutionalized, they can mobilize resources for gathering information and comparing data, for example, on factors leading to success or failure. For instance, the Ibero-American Program manages knowledge through an annual report on South-South cooperation in LAC while also set-

*"This cooperation is a neat example of how the coordination between two countries, with the necessary political and financial support, can optimize technical and monetary resources, decide on joint priorities, and engage in mutual benefit" (LAC-21).*

ting up a database of good practices. It is also implemented against a battery of M&E indicators. Still at an early stage, the gathered lessons might become a regional knowledge capital for improving South-South technical cooperation and its effectiveness (LAC-18). Also, SEETF has invested efforts in documenting practices and lessons through an improved knowledge management on both sector issues and South-South exchange as a practice in itself (GL-1). At the national level, IPRCC recognizes the need for sound results management, both as an institution (AP-12) and in its China-Africa program (AFR-17). As described above, IPRCC shares sensitive lessons of how to set up an excellence-based national mechanism (AP-12). However, the current, rather sketchy, picture of South-South cooperation indicates that learning, feedback, and evidence generation have been fragmented. If systemic capacities are to be developed, mechanisms will need to broker not only Southern expertise, but also lessons learned on South-South exchanges as a tool for effective development cooperation.

**Building an architecture for promoting South-South technical cooperation:** While providing fuel to South-South learning and knowledge exchange, the birth of many mechanisms can also lead to overlapping efforts. Almost all case stories indicate a strong interest in coordinating with other platforms, but actual steps are rare. National mechanisms often work closely with multilateral institutions, as reflected in IPRCC's engagement with UNDP and the World Bank (AP-12), or Colombia's explicit bid to coordinate its Caribbean strategy with regional actors such as the IDB, OAS, and others (LAC-19). At the global level, the SEETF is coordinated internally with different World Bank branches and states that it should "be used in tandem with other mechanisms" (GL-1).

Countries and organizations interested in accessing or sharing knowledge still lack a concise overview of existing options for sponsorship and anchorage at the different platforms. Global, regional, and national mechanisms are disconnected from each other, with little communication

and no coordination among the different layers. With mechanisms mushrooming, it is thus time to engage in a sound architecture for promoting South-South cooperation where innovation and lessons can flow smoothly in benefit of the providers and recipients of South-South expertise.

**Coordinating with other development actors:** As depicted in section 2.1.3., South-South cooperation can sometimes be a trigger for harmonization, especially if its activities attract the support by different development partners. In this line, the African agriculture program CAADP build up a donor trust fund (AF-10) and the Morocco-Mauritania water and sanitation initiative created an umbrella for joint discussions with donor agencies from Belgium, France, Germany, Japan, and Spain as well as

multilaterals such as the African and Islamic Development Bank (AFR-26). With some exceptions, the showcased mechanisms have not been able to fully exploit this important potential. CDDE is one of the platforms that has generated very consistent interest from different other global and regional partners (AP-4). During its pilot year, the SEETF succeeded in mobilizing financial support from six donors, including Mexico and China, but harmonization efforts have been mainly in house so far (GL-1). Representative for most cases, the Ibero-American Program recognizes that it “still needs to engage in closer relation with other initiatives” (LAC-18). With an eye on the growing importance of South-South cooperation in global development policies, this seems to be a task that should not go unattended for too long.





## Acronyms

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AAA	Accra Agenda for Action	JARCOM	JICA-ASEAN Regional Cooperation Meeting
APRM	African Peer Review Mechanism	LAC	Latin America and the Caribbean
AsDB	Asian Development Bank	MfDR	Managing for Development Results
CAADP	Comprehensive Africa Agriculture Development Program	M&E	Monitoring & Evaluation
CDDE	Capacity Development for Development Effectiveness Facility	NEPAD	New Partnership for Africa's Development
CARICOM	Caribbean Community	OAS	Organization of American States
CoP	Communities of Practices	ODA	Official Development Assistance
CCT	Conditional Cash Transfer	OECD	Organization for Economic Co-operation and Development
DAC	Development Assistance Committee	PALAMA	Public Administration Leadership and Management Academy
EC	European Commission	RIAL	Inter-American Network for Labor Administration
HLE	High Level Event	SEGIB	Ibero-American General Secretariat
HLF	High Level Forum	SEETF	South-South Experience Exchange Trust Fund (World Bank)
IBSA	India-Brazil–South Africa partnership (trilateral initiative)	TAC	Technical Assistance Corps (Nigeria)
TCIL	Indian Technical and Economic Cooperation	TT-SSC	Task Team on South-South Cooperation
IDB	Inter-American Development Bank	UNDP	United Nations Development Program
IATI	International Aid Transparency Initiative		
IPRCC	International Poverty Reduction Center in China		





## Case stories Overview

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- [AFR-2] Development Gateway—Spreading and sharing aid management practices
- [AFR-3] Palama—Building public sector capacities in post-conflict countries
- [AFR-4] Kenya-Japan—Social forestry in Africa
- [AFR-5] Kenya-Japan—Mathematics and science education in Africa
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- [AFR-7] Argentina-Niger—Technical capacity development for the provision of health services in Niger
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- [AFR-9] African Union—African peer review mechanism
- [AFR-10] NEPAD—Investing in agriculture and food security in Africa
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### [AFR-1] AfCoP—Pan African peer learning on managing for results

**Organization(s):** The African Community of Practice on Managing for Development Results (AfCoP-MfDR)

**Country(ies):** Thirty-seven African countries are part of the AfCoP. Members from all of them are taking part in the knowledge-sharing process and are therefore both providers and recipients of development cooperation. The countries are Angola, Benin, Burkina Faso, Botswana, Burundi, Cameroon, Chad, Congo-Kinshasa, Congo-Brazzaville, Côte d'Ivoire, Egypt, Ethiopia, Gabon, Guinea, Ghana, Kenya, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Morocco, Mozambique, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, South Africa, Sudan, Tanzania, Togo, Tunisia, Uganda, Zambia, Zimbabwe.

**Overview:** The African Community of Practice on MfDR is a bilingual community established in 2007 and made up of more than 1,000 members from 37 African countries. Its members aim at building African capacity to manage for development results through sharing experiences, networking, and building strong learning relationships between practitioners in Africa and around the world. Its web platform is a key component of the community to ask questions, exchange experiences, and to ensure sustained dialogue throughout Africa. Members strive to make their organizations more results oriented, effective, and accountable to ensure that the lives of their fellow citizens are improved.

**Duration:** Start date: February 2009

**Budget (optional):** Regional focus. The first three years of the AfCoP-MfDR trust fund were supported by contributions both in cash and in kind from the African Development Bank, the Canadian International Development Agency, the Dutch Ministry of Foreign Affairs, the International Fund for Agriculture Development, the US Agency for International Development, and the World Bank. The average annual budget of the AfCoP has been

US \$550,000. The AfCoP will reach the end of its initial trust fund in June 2010. The AfCoP is actively fund-raising with donors throughout the development community to ensure ongoing activity and expansion beyond the depletion of its initial funding. National focus. The few AfCoP national chapters that have already been established are supported to a large extent by local government and agencies. This involvement from government is expected to grow as more national communities are created.

**Name of Primary Contact Person(s):** Mr. Abdou Karim Lo; Mr. Devandra Parsad Ruhee

**Title of Primary Contact Person(s):** Cochairs of the AfCoP-MfDR, respectively from Senegal and Mauritius

**City:** Respectively Dakar and Port Louis

### [AFR-2] Development Gateway—Spreading and sharing aid management practices

**Organization(s):** Development Gateway (DG)

**Country(ies):** Burkina Faso, Burundi, the Democratic Republic of Congo, Ethiopia, Haiti, Liberia, Madagascar, Malawi, Niger, Senegal, Southern Sudan, and Tanzania

**Overview:** Implementing information technology projects in developing countries is inherently complicated, and the biggest challenges can be nontechnical. These institutional, political, coordination, and process challenges can be common across different country contexts. DG's annual knowledge-sharing workshops facilitate the exchange of good practices and lessons learned across the growing network of Aid Management Platform users in multiple countries; identify key issues in aid information management; foster partnerships between countries; and encourage regional leadership in aid management.

**Duration:** Ongoing since December 2008

**Name of Primary Contact Person(s):** Stephen Davenport

**Title of Primary Contact Person(s):** Director, Aid Effectiveness Team

**City:** Washington, DC

**[AFR-3] Palama—Building public sector capacities in post-conflict countries**

**Organization(s):** Public Administration Leadership and Management Academy; South Africa Ecole Nationale d'Administration; Burundi; Rwanda Institute of Administration and Management; Rwanda Capacity Building Unit in the Ministry of Labour, Public Services and Human Resource Development; Southern Sudan; the Canadian International Development Agency (CIDA); Canada

**Country(ies):** South Africa, Rwanda, Burundi, Southern Sudan, and Canada

**Overview:** The RCB Project is a five-year donor-funded development intervention that has its genesis in South-South collaboration and is based on participatory approaches and innovative methodologies.

Palama established effective partnerships based on mutual respect and cooperation with three partner management development institutes (MDIs) and the donor, CIDA. This is a South-South multi-country project involving the donor through trilateral cooperation.

Through joint and bilateral planning sessions, the project improves the capabilities of the MDIs to deliver relevant training to develop public sector management skills and improve service delivery.

**Duration:** 2008–2013

**Budget (optional):** CAN \$10.9 million provided by Canada. In-kind support is provided by partners in terms of time devoted to the project, for example, their time for conducting the baseline studies, or training needs analyses in conjunction with external experts.

**Name of Primary Contact Person(s):** Dr Saloshini Muthayan

**Title of Primary Contact Person(s):** Branch Head, International and Special Projects Branch at the Public Administration Leadership and Management Academy; and Project Leader of the Regional Capacity Building Project

**City:** Pretoria, Republic of South Africa

**[AFR-4] Kenya-Japan—Social forestry in Africa**

**Organization(s):** Kenya Forestry Research Institute (KEFRI) in collaboration with Japan International Cooperation Agency (JICA)

**Country(ies):** Seventeen countries in eastern, central, and southern Africa, namely Angola, Botswana, Burundi, Eritrea, Ethiopia, Kenya, Lesotho, Malawi, Mozambique, Namibia, Rwanda, South Africa, Sudan, Swaziland, Tanzania, Zambia, and Zimbabwe. Other self-supported beneficiaries included Ghana and Madagascar.

**Overview:** Environmental resilience and improved quality of life are development issues that require regional cooperation. The entry point is social forestry, or forestry for the people, as a participatory concept and tool that not only integrates biological and socioeconomic diversity prevailing in the area, but is also responsive to subsistence and development needs of rural and non-rural communities. It recognizes capacity building as key for growth among African countries to enhance awareness, understanding, and actions.

**Duration:** The course was held once a year. The course covered a period of five weeks (thirty-three to thirty-five days). It was held in the months of September to October or January to February. These were preferred due to prevailing dry weather conditions to depict the true ecological conditions in Kenya and similar areas of the participating countries.

**Budget (optional):** JICA's contribution to fourteen courses in fourteen years is about US \$1 million. KEFRI's, Ksh 12.8 million.

**Name of Primary Contact Person(s):** Michael Mukolwe; Josephine Wanjiku; Dr. Ebby Chagala-Odera; Dr. Ben E.N. Chikamai

**Title of Primary Contact Person(s):** Senior Scientist/Training Manager; Senior Scientist/Training Officer; Assistant Director; Director

**City:** Nairobi, Kenya

#### [AFR-5] Kenya-Japan—Mathematics and science education in Africa

**Organization(s):** Centre for Mathematics, Science and Technology Education in Africa (CEMASTE) and the Ministry of Education (Kenya)

**Country(ies):** Provider: Kenya. Partner: Japan. Recipients: Strengthening of Mathematics and Science in Secondary Education (SMASE-WECSA) member countries: Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Congo, Côte d'Ivoire, Egypt, Ethiopia, Gambia, Ghana, Lesotho, Madagascar, Malawi, Mali, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Seychelles, Sierra Leone, South Africa, Sudan, Swaziland, Tanzania, Uganda, Zambia, and Zimbabwe.

**Overview:** Kenya and Japan, jointly implemented SMASSE through INSET (1998–2003 pilot; 2003–2008 national program) for teachers and education managers. SMASE-WECSA was formed for collaboration in addressing common challenges in member countries. Kenya is a beneficiary of the Philippines and Malaysia and a pivotal country in implementing teacher training programs, workshops, and dispatch of experts for more than thirty beneficiary African countries under Japan International Cooperation Agency's SSC through CEMASTE.

**Duration:** Phase I: 1998 – 2003. Phase II: 2003 – 2008. Phase III: 2009 – 2013

**Budget (optional):** This program has three financial resources, as follows: 1) JICA US \$2,000,000 per year (technical support for the program activities; 2) Kenya Facility and Human Resource

through CEMASTE; and 3) WECSA member countries US \$9,000 per year (annual subscription of US \$300).

**Name of Primary Contact Person(s):** Professor Karega Mutahi

**Title of Primary Contact Person(s):** Permanent Secretary, Ministry of Education, Kenya

**City:** Nairobi, Kenya

#### [AFR-6] Africa Rice Center—New Rice for Africa

**Organization(s):** Ministry of Agriculture in all participant countries; Africa Rice Centre (WARDA); United Nations Development Program; Gatsby Foundation; Rockefeller Foundation; Japan International Cooperation Agency; Japan International Research Center for Agricultural Sciences; the Food and Agriculture Organization of the UN; the Ministry of Agriculture, Animal Industries, and Fisheries (Uganda); and the United Nations Development Program-Technical Co-operation among Developing Countries (UNDO-TCDC)

**Country(ies):** Providers: China, Colombia, Philippines, Japan. Recipients: Nigeria, Ghana, Benin, Sierra Leone, Togo, Côte d'Ivoire, Gambia, Mali, Liberia, and Burkina Faso

**Overview:** New Rice for Africa (NERICA) technology refers to the successful crossing by researchers from the Africa Rice Center of the two species of cultivated rice to produce plants that combine the best traits of both parents (known as interspecifics): high yields from the Asian parent and the ability to thrive in harsh environments from the African parent—a feat not successfully achieved before in the history of rice breeding. Through the crossing of the two rice species, the NERICA technology gives researchers access to new genetic combinations. The NERICA name was trademarked in 2004.

The main aim of this project was to contribute to poverty alleviation and food security in Africa through research, development, and partnership

activities aimed at increasing the productivity and profitability of the rice sector in ways that ensure the sustainability of the farming environment. For upstream research and development, the Interspecific Hybridization Project (IHP) model—a triangular South-South partnership—was developed to bring together the pool of expertise from advanced research institutes, such as the Africa Rice Centre, with that of national programs. The rice varieties that were developed from this project were, in 1999, dubbed New Rice for Africa, commonly known as NERICA, a name that was trademarked in 2004.

**Duration:** Phase I: 1997–2000. Phase II: 2000–2004. Since 1996 in east, west, central, and southern Africa; by 2006, studies were completed in Benin, Guinea, and Côte d’Ivoire.

**Budget (optional):** Funding for IHP from 1997–2000: US \$450,000 per year plus US \$474,000 from WARDA. Funding for the ARI: US \$35million (including US \$30million in a soft loan from the African Development Bank).

**Title of Primary Contact Person(s):** Africa Rice Center

#### [AFR-7] Argentina-Niger—Technical capacity development for the provision of health services in Niger

**Organization(s):** Organization of Mutual Entities of the Americas, Labor and Public Office Ministry (Republic of Niger), and the Mutual Family Protection Association (AMPF) (Republic of Argentina)

**County(ies):** Republic of Niger and the Republic of Argentina

**Overview:** This case refers to the assistance on capacity development for the provision of health services provided by AMPF to the Labor and Public Office Ministry of Niger through the creation of a mutual entity. This activity was carried out through long-distance education, maximizing the

resources of both parties. This initial stage was successfully finished regarding long-distance education and mutual health issues.

**Duration:** NA

**Name of Primary Contact Person(s):** Martín Orlando

**Title of Primary Contact Person(s):** Manager of International Relations

**City:** Buenos Aires

#### [AFR-8] Indonesia-Japan—Institutionalizing micro finance in Africa

**Organization(s):** Directorate of Technical Cooperation, Ministry of Foreign Affairs, Government of Indonesia (GoI), Japan International Cooperation Agency (JICA), Government of Japan (GoJ), and Non-Aligned Movement Centre for South-South Cooperation (NAM-CSSTC)

**Country(ies):** Indonesia, Algeria, Ethiopia, Kenya, Uganda, Sudan, Zambia, Namibia, Madagascar, Mozambique, and South Africa

**Overview:** NAM CSSTC—in cooperation with the GoI and JICA/GoJ—has implemented a training program on microfinance for the African region since 2004. Batch I (2004–2006) focused on the operational aspects of microfinance, while Batch II (2007–2011) emphasized the establishment and management of a microfinance institution. The idea is also based on positive feedbacks expressed by the alumni of the past TCTPs.

**Duration:** Phase I: 2004–2006. Current phase II: 2007–2011 (Every year, a training program of approximately two weeks was implemented.)

**Name of Primary Contact Person(s):** Achmad Rofi’ie

**Title of Primary Contact Person(s):** Assistant Director for Program, NAM-CSSTC

**City:** Jakarta, Indonesia

### **[AFR-9] African Union—African peer review mechanism**

**Organization(s):** African Union (AU), New Partnership for Africa’s Development (NEPAD), and African Peer Review Mechanism (APRM)

**Country(ies):** Algeria, Angola, Benin, Burkina Faso, Cameroon, Djibouti, Egypt, Ethiopia, Gabon, Ghana, Kenya, Lesotho, Malawi, Mali, Mauritania, Mauritius, Mozambique, Nigeria, Republic of Congo, Rwanda, São Tomé and Príncipe, Senegal, Sierra Leone, South Africa, Sudan, Tanzania, Togo, Uganda, and Zambia

**Overview:** The APRM is a mutually agreed-upon instrument voluntarily acceded to by the member states of the AU as an African self-monitoring mechanism. The APRM is a bold, unique, and innovative approach designed and implemented by Africans for political and corporate accountability. Participation in the APRM is open to all member states of the AU and it is of general consensus among African countries that peer pressure in objective manner generates positive outcomes.

**Duration:** Started since 2003, with countries reviewed every five years

**Budget (optional):** US \$7.1 million annually

**Name of Primary Contact Person(s):** Mr. Assefa Shifa

**Title of Primary Contact Person(s):** Officer in charge of the APRM secretariat

**City:** Midrand, South Africa

### **[AFR-10] NEPAD—Investing in agriculture and food security in Africa**

**Organization(s):** African Union, Comprehensive Africa Agriculture Development Programme (CAADP), and New Partnership for Africa’s Development

**Country(ies):** African countries

**Overview:** CAADP focuses on improving food security and nutrition and increasing incomes in

Africa’s largely farming-based economies. It aims to do this by raising agricultural productivity by at least 6 percent per year and increasing public investment in agriculture to 10 percent of national budgets per year. CAADP is about bringing together diverse key players—at the continental, regional, and national levels—to improve coordination, to share knowledge, successes, and failures, to encourage one another, and to promote joint and separate efforts to achieve the CAADP goals.

**Duration:** 2003–2015

**Budget (optional):** 6 to 10 percent of the annual national budget of each participating country

**Name of Primary Contact Person(s):** Professor Richard Mkandawire

**Title of Primary Contact Person(s):** Coordinator

**City:** Midrand, South Africa

### **[AFR-11] NEPAD—Promoting e-schools in Africa**

**Organization(s):** New Partnership for Africa’s Development (NEPAD), private sector, and national governments

**Country(ies):** The countries invited to participate in the first phase were those that acceded to the Memorandum of Understanding of the NEPAD African Peer Review Mechanism as follows: Algeria, Angola, Benin, Burkina Faso, Cameroon, Republic of Congo, Egypt, Ethiopia, Gabon, Ghana, Kenya, Lesotho, Mali, Mauritius, Mozambique, Nigeria, Rwanda, Senegal, South Africa, and Uganda.

**Overview:** The purpose of the NEPAD e-school program is to accelerate development of information and communication technology (ICT) infrastructure and skills through supporting technical and information-technology-based education. It is also intended to bridge the digital divide in Africa and between Africa and the rest of the world. The e-Africa Commission was created in 2001 and adopted as an ICT Task Team by NEPAD in 2002. It is responsible for developing policies, strategies,

and projects at the continental level as well as managing the structured development of the ICT sector in the context of NEPAD.

**Duration:** 2006–2015

**Name of Primary Contact Person(s):** Professor Mzobz Mboya

**Title of Primary Contact Person(s):** Advisor: Education and Training

**City:** Midrand, South Africa

#### [AFR-12] Korea-Peru-Algeria—Joining efforts around seed potato production in Algeria

**Organization(s):** Korea International Cooperation Agency

**Country(ies):** Providers: Korea and Peru. Recipient: Algeria

**Overview:** Crop demand in Algeria has continued to rise sharply, thus expanding the volume of imports. Imports of crops have increased more than 50 percent, especially the potato, which is one of the major staple foods in Algeria. Algerian potato production is so insufficient to provide to the Algerian people that they have to import 80,000 tons every year. Korea and Peru provided technical assistance in potato production skills in order to alleviate the food crisis and poverty in Algerian rural areas.

**Duration:** January 2007 to November 2009

**Budget (optional):** US \$1,800,000

**Name of Primary Contact Person(s):** Mr. Jun Kyung-Moo

**Title of Primary Contact Person(s):** Manager

**City:** Seoul, Korea

#### [AFR-13] Japan-Zambia-Malaysia—Investing in the Triangle of Hope

**Organization(s):** Japan International Cooperation Agency (JICA), the government of the Republic of Zambia, and the Zambia Development Agency

**Country(ies):** Zambia and Malaysia

**Overview:** The project aims at facilitating promotion of trade and investment to Zambia with JICA's technical assistance. The project pays special attention to how best successful economic development experiences in East Asia (in this case, Malaysia) can be utilized in the context of present economic development challenges in Zambia as well as in Africa. The project is implemented with a Malaysian advisor (former deputy director-general of Malaysia Industrial Development Agency), who has thirty years of practical experiences in successfully promoting trade and investment in Malaysia as a backbone of economic development in Malaysia with three important actors—government, public services, and the private sector—working hand in hand as the Triangle of Hope.

**Duration:** Phase I: Strategic Action Initiative for Economic Development, July 20, 2006–March 31, 2009). Phase II: Zambia Investment Promotion Project—Triangle of Hope, August 21, 2009–August 20, 2012.

**Name of Primary Contact Person(s):** Mr. Hajime Fukuda

**Title of Primary Contact Person(s):** Assistant Representative

**City:** Lusaka, Zambia

#### [AFR-14] Germany-Brazil-Mozambique—Sharing quality standards

**Organization(s):** National Institute of Standardization and Quality (INNOQ) (Mozambique); National Institute of Metrology, Standardization and Industrial Quality (INMETRO) (Brazil); Brazilian Cooperation Agency (ABC); Federal Ministry for Economic Cooperation and Development (Germany); German Agency for Technical Cooperation (GTZ); and the German National Metrology Institute (PTB )

**Country(ies):** Mozambique, Brazil, and Germany

**Overview:** Due to growing industrial expansion and entrance in the international market, Mozam-

bique decided to engage in a triangular cooperation initiative with Brazil and Germany in order to improve Mozambican quality infrastructure through institutional and technical development of INNOQ. This project also contributed significantly to the development of an official concept and guiding principles for Brazilian-German triangular cooperation. Mozambican consumers gained access to institutional means to demand better quality standards of products in the national market.

**Duration:** Pilot project: 2008–2009. Phase I (follow-up project): 2010–2012

**Budget (optional):** US \$312,184,00 (pilot project). ABC: US \$89,184; PTB: US \$77,160; GTZ: US \$79,200; Inmetro: US \$66,640. Shared between the Brazilian and German counterparts. The Mozambican counterpart provided permanent personnel and logistical support for the implementation of the activities.

**Name of Primary Contact Person(s):** Daniel Alker

**Title of Primary Contact Person(s):** Counselor of the German Federal Ministry for Economic Cooperation and Development in Brazil

**City:** Brazilian Federal District, Brazil

#### [AFR-15] Brazil-Angola-Japan—Building capacities at the Josina Machel Hospital

**Organization(s):** Ministry of Health (Angola), Josina Machel Hospital (JMH) (Brazil), Brazilian Cooperation Agency (ABC), Campinas University, São Paulo University Instituto of Heart, Santa Cruz Hospital, Sofia Feldman Hospital (Japan), and the Japan International Cooperation Agency (JICA)

**Country(ies):** Angola

**Overview:** In this project, professionals of JMH, Lucrecia Paim Maternity Hospital, thirteen primary health care centers, and other hospitals were trained in five areas as follows: hospital administration, equipment maintenance, nursing care, radiology, and laboratory. The training course was

conducted by Brazilian experts and Angolan professionals under the coordination of Japan, Brazil, and Angola with utilizing the facility of JMH, which was rehabilitated by the Grant Aid Cooperation of Japanese Government.

**Duration:** April 2007 to March 2010

**Budget (optional):** Share of Japan's contribution: US \$549,450,00 (76.04 percent). Share of Brazil's contribution: US \$173,129,97 (23.96 percent). The budget of former Grant Aid Project by the Japanese government was approximately US \$40 million.

**Name of Primary Contact Person(s):** Mr. Kota Sakaguchi; Mr. Wofsi Yuri de Souza

**Title of Primary Contact Person(s):** Assistant Representative, JICA Brazil Office; Coordinator of Bilateral Cooperation, ABC

**City:** Brasilia, Brazil

#### [AFR-16] Nigeria—Technical Aid Corps

**Organization(s):** Ministry of Foreign Affairs (Nigeria)

**Country(ies):** Provider: Nigeria. Recipients: Ethiopia, Sierra Leone, Uganda, Jamaica, and Belize

**Overview:** The Technical Aid Corps (TAC) program is a technical cooperation between Nigeria and African, Caribbean and Pacific (ACP) nations. It is an alternative to direct financial aid designed for sharing Nigeria's know-how and expertise with other ACP countries. Nigeria uses professionals from various sectors, such as medicine and academia, to carry out this program in the recipient countries. The program acts as a channel through which South-South collaboration is enhanced through streamlined program assistance to other developing countries. It shows enormous amount of local ownership and knowledge transfer from Nigeria experts to participating personnel of the recipient countries. TAC has played a cardinal role in cementing existing relations between Nigeria

and beneficiary countries, and, on a wider scale, in creating an atmosphere of partnership where it otherwise would not exist.

**Duration:** TAC was established in 1987 and it is an ongoing program

**Budget (optional):** Determined and managed through the Ministry of Foreign Affairs

**Name of Primary Contact Person(s):** Mamman Daura

**Title of Primary Contact Person(s):** Ambassador

**City:** Abuja, Nigeria

### [AFR-17] China-Africa—Experience sharing on development

**Organization(s):** International Poverty Reduction Center in China

**Country(ies):** Angola, Benin, Burundi, Cameroon, Central Africa, Chad, China, Côte d'Ivoire, Democratic Republic of Congo, Equatorial Guinea, Ethiopia, Gabon, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Namibia, Niger, Nigeria, Rwanda, Senegal, Seychelles, Sierra Leone, South Africa, Sudan, Tanzania, Uganda, Zambia, and Zimbabwe. A total of thirty-six countries were involved.

**Overview:** The program is expected to be multi-year, sponsored by the Chinese government, with strong support from the World Bank. Two events have been successfully organized in 2008 and 2009, respectively, nine days each, including a three-day workshop and field visits to two provinces in China. Sixty-five senior African government officials, fifty Chinese government officials and leading experts, as well as forty representatives from international development agencies and embassies in China participated in the event. Presentations, discussions, and field visits were conducted on Agricultural Reform and Rural Development, Infrastructure Development and Financing, Special Economic Zones, FDI, and Trade Development, as well as China's Cooperation and Engagement

with Africa. Strong commitment and support of the Chinese government have been provided to this program. Besides financial support and policy guidance, ministers/vice ministers of the three hosting ministries of China participated in the events. Through the program, better mutual understanding on development strategies, policies, and practices has been established between the African countries and China with some follow-up actions taking place.

**Duration:** The program is expected to be multi-year and has developed and implemented two successful events in 2008 and 2009, nine days each.

**Budget (optional):** Financed by the Chinese government with strong support from the World Bank. The budget of each event is around US \$300,000 (the participants' expenditure of international travel is included), 81.85 percent of which is shared by Ministry of Commerce and Ministry of Finance of China, and 18.15 percent is shared by the World Bank.

**Name of Primary Contact Person(s):** Ms. LI Xin

**Title of Primary Contact Person(s):** Deputy Division Chief, Division of Exchanges, International Poverty Reduction Center in China

**City:** Beijing, China

### [AFR-18] IBSA-Guinea Bissau—Boosting food self-sufficiency

**Organization(s):** South AFRICAN Institute of International Affairs, Business Unity South Africa (BUSAs), Institute for International Trade Negotiations, Swiss Agency for Development and Cooperation, and the CUTS Centre for International Trade, Economics and Environment

**Country(ies):** India-Brazil-South Africa (IBSA)

**Overview:** The project was designed to explore the current and future volume and composition of trade between India, Brazil, and South Africa (IBSA), while factoring the perceptions of stakeholders on trade and economic cooperation.

**Duration:** One year

**Budget (optional):** Almost US \$500,000

**Name of Primary Contact Person(s):** Phathiwe Mokoena

**Title of Primary Contact Person(s):**

**City:** Pretoria, South Africa

#### [AFR-19] Nigeria—Recovering from brain drain through scientific and technical exchange

**Organization(s):** Directorate of Technical Cooperation in Africa in Nigeria. Universities, polytechnics, and colleges of education and research centers collaborated with national, international, and regional organizations.

**Country(ies):** Nigeria, South Africa, Zambia, Malawi, Mozambique, and other African countries

**Overview:** The Scientific and Technical Exchange Programme (STEP) seeks to reverse the brain drain trend by offering attractive research facilities in African countries such as South Africa to Nigeria. STEP has created opportunities to engage the services of highly trained Nigerian/African researchers who are willing and able to offer quality services to research and development in Africa. The expectation of the Nigerian technical cooperation department is that STEP will produce the synergy for African technological liberation as it could also be bilaterally and multilaterally implemented.

**Duration:** Started in 1999; still present

**Budget (optional):** The program is funded by the Nigerian government through normal budgetary allocations and the Technical Cooperation Fund established by Nigeria at the African Development Bank

**Name of Primary Contact Person(s):** Office of the Director General

**Title of Primary Contact Person(s):** The Director General

**City:** Abuja, Nigeria

#### [AFR-20] Cuba-Africa—Promoting integrated health services

**Organization(s):** Ministry of Health (Cuba) and the Ministry of Foreign Affairs (Cuba)

**Country(ies):** Provider: Cuba. Recipients: African countries of Angola, Botswana, Burkina Faso, Burundi, Cape Verde, Chad, Congo, Djibouti, Eritrea, Ethiopia, Gabon, Gambia, Ghana, Equatorial Guinea, Guinea-Bissau, Guinea (Conakry), Lesotho, Mali, Mozambique, Namibia, Niger, Rwanda, SADR (Western Sahara), São Tomé and Príncipe, Seychelles, Sierra Leone, South Africa, Swaziland, Uganda, and Zimbabwe

**Overview:** Cuba's assistance in international health care is evidenced in its health programs in Africa as South-South development cooperation. The objective of enhancing the capacities of medical personnel in Africa is pursued through the Integral Health Programme initiated by Cuba in 1998. This program, which is primarily earmarked for rural areas, involves the sending of medical personnel to African countries. More importantly, Cuba is greatly involved in the international campaign against HIV/AIDS in Africa.

**Duration:** Two years per batch, but still ongoing

**Name of Primary Contact Person(s):** Yiliam Jiménez; Merlyn Rivero

**Title of Primary Contact Person(s):** The director of cooperation of the Cuban Ministry of International Affairs; Cuban Embassy in South Africa

**City:** Havana, Cuba; Pretoria, South Africa

#### [AFR-21] Cuba-Egypt—Joint manufacturing on vaccines

**Organization(s):** Cuba: Two companies: Finlay and Heber Biotec; Egypt: Vacsera and the Ministry of Health

**Country(ies):** Provider: Cuba; Recipient: Egypt

**Overview:** The technical cooperation between Egypt's national vaccine producing institution,

Vacsera, and Cuba's specialized vaccine producers, Finlay and Heber Biotec, aims at the transfer of Cuban technology and know-how to Egyptian technicians in the field of selected vaccine manufacturing. These particular vaccines are of high national priority and at the same time would foster the Cuban counterparts exportation of raw material used to produce such vaccines.

**Duration:** November 2007 to (tentative) 2009, but was extended due to the delays referred to above

**Budget (optional):** 10 million Egyptian pounds

**Name of Primary Contact Person(s):** Dr. Hamdallah H. Zedan; Radwa Helmy Abdel-Raouf

**Title of Primary Contact Person(s):** Chairman and CEO of Vaccines, Sera and Drugs (Affiliate of Vacsera Holding Company for Biologicals and Vaccines); Executive Assistant to the Cochair, OECD/DAC Working Party on Aid Effectiveness

**City:** Cairo, Egypt

#### [AFR-22] Egypt-Uganda—Aquatic weed control

**Organization(s):** Ministry of Water Resources and Irrigation (Egypt) and the Ministry of Agriculture, Animal Industry and Fisheries (Uganda)

**Country(ies):** Provider: Egypt. Recipient: Uganda

**Overview:** In 1998, the Government of Uganda called for assistance to control the growth of aquatic weeds that blocked the outlets of both lakes Kyoga and Albert, causing flooding around the lakes' shores. The Egyptian government responded by offering the Government of Uganda a three-phase technical and financial support project to deal with this problem:

- First phase (1999–2007): US \$13.9 million
- Second phase (2007–2009): US \$4.5 million
- Third phase (2009–2014): US \$2 million

**Duration:** 1999–2014

**Budget (optional):** US \$20.4 million, financed by the Egyptian Fund for Technical Cooperation with African Countries—Ministry of Foreign Affairs

**Name of Primary Contact Person(s):** Dr. Wael M. Khairy; Radwa Helmy Abdel-Raouf; Nadine Hisham Fawzy

**Title of Primary Contact Person(s):** Director of the Nile Basin Initiative National Office—Ministry of Water Resources; Executive Assistant to the Cochair, OECD/DAC Working Party on Aid Effectiveness; International Cooperation Officer—Ministry of International Cooperation (Egypt)

**City:** Cairo, Egypt

#### [AFR-23] India—Pan African e-network for medical services and human resources

**Organization(s):** Nodal Ministry for Implementation—Ministry of External Affairs, Tele-Communications Consultants India Limited (implementing agency), and several universities and super specialty hospitals in India

**Country(ies):** Provider: Government of India. Recipient: African Union member states (fifty-three countries total)

**Overview:** Recognizing that Africa-India cooperation can go a long way in the globalizing world for mutual advantage inspired by a boost in expertise in its information technology and medical sciences sector, and in an effort to contribute to the Millennium Development Goal of increasing education levels across the developing world, the Government of India proposed the Pan African e-network project that allows India and African countries to be linked to one another through a satellite-run network that will further enable the transfer of other facilities such as teleconferencing between heads of states, tele-medicinal consultations, and so on.

**Duration:** Ongoing

**Budget (optional):** INR 5,429 million; Over \$125 million

**Name of Primary Contact Person(s):** Surabhi Tandon