OECD publishing

DISPELLING THE MYTHS OF TRIANGULAR CO-OPERATION – EVIDENCE FROM THE 2015 OECD SURVEY ON TRIANGULAR CO-OPERATION

OECD DEVELOPMENT
POLICY PAPERS
May 2017 **No. 6**



OECD
BETTER POLICIES FOR BETTER LIVES

OECD DEVELOPMENT POLICY PAPERS

This paper is published under the responsibility of the Secretary-General of the OECD. The opinions expressed and the arguments employed herein do not necessarily reflect the official views of OECD members.

The publication of this document has been authorised by Brenda Killen, Deputy Director of the OECD Development Co-operation Directorate.

This document and any map included herein are without prejudice to the status of or sovereignty over any territory, to the delimitation of international frontiers and boundaries and to the name of any territory, city or area.

The statistical data for Israel are supplied by and under the responsibility of the relevant Israeli authorities. The use of such data by the OECD is without prejudice to the status of the Golan Heights, East Jerusalem and Israeli settlements in the West Bank under the terms of international law.

You can copy, download or print OECD content for your own use, and you can include excerpts from OECD publications, databases and multimedia products in your own documents, presentations, blogs, websites and teaching materials, provided that suitable acknowledgement of OECD as source and copyright owner is given. All requests for public or commercial use and translation rights should be submitted to rights@oecd.org.

COPYRIGHT © OECD 2017

Keywords:
Triangular co-operation; trilateral co-operation; developing countries; Sustainable Development Goals; development partnerships

JEL classification:
O1 Economic Development; O10 General; O190 International Linkages to Development
02 Development Planning and Policy; O200 Development Planning and Policy: General

Dispelling the myths of triangular co-operation – Evidence from the 2015 OECD survey on triangular co-operation

Report prepared by the OECD Development Co-operation Directorate, September 2016

Abstract

Triangular co-operation features in the 2030 Agenda and the Addis Ababa Action Agenda as an instrument to achieve the Sustainable Development Goals. It combines the comparative advantages of the different partners involved, creates synergies, promotes learning among all partners and builds relationships based on trust. However, several myths have developed about triangular co-operation projects 1) being small in scale and scope, operating only in niche areas; 2) lacking systematic planning and implementation mechanisms; and 3) having no clear value added. This report addresses these three "myths" by analysing the results from a survey of triangular co-operation that the OECD conducted in 2015. It provides evidence on the "reality" from over 400 projects that were reported by the 60 respondents. The report concludes that triangular co-operation is a highly relevant and strategic mode of co-operation with increasing numbers of projects, budgets and durations, established planning mechanisms and a clear value added.

Acknowledgements

The OECD Development Co-operation Directorate would like to thank all respondents to the 2015 survey on triangular co-operation (Annex 1 lists the governments and international organisations that responded). The information they provided and the experience they shared form the basis for this report and contribute significantly to building up the knowledge base on triangular co-operation.

We would also like to thank the participants of the "International Meeting on Triangular Co-operation: Promoting Partnerships to Implement the Sustainable Development Goals" that the OECD co-hosted with the Camões – Institute for Co-operation and Language (Portugal) in Lisbon on 19 May 2016. At this meeting, the 63 participants from governments, international organisations and implementing agencies discussed an interim version of this report and shared their experiences on several "myths and realities" of triangular co-operation.

In addition, the report was informed by the outcomes of the discussions on triangular co-operation during the LAC-DAC Dialogue on Development Co-operation in Santiago de Chile on 29 June 2016, which was co-organised by the Chilean Agency for International Development Co-operation (AGCID), the Mexican Agency for International Development Co-operation (AMEXCID) and the OECD Development Assistance Committee (DAC). We thank the participants for their contributions to discussions on the future of triangular co-operation and its importance for achieving the Sustainable Development Goals.

The OECD's activities on triangular co-operation and the production of the report were managed by Nadine Piefer with guidance from Michael Laird and Karen Jorgensen. Talita Yamashiro Fordelone designed and conducted the survey on triangular co-operation in 2015. Maha Skah and Angela Stuart provided research assistance and Stephanie Coic designed the cover page. Willem Luijkx and Juan Casado-Asensio commented on draft versions of the report.

Table of Contents

Acronyms....6

Executive Summary....7

What is the survey telling us about the "myth" that triangular co-operation is scattered, only occurs in niche areas and is small in scale and scope?....9

What is the survey telling us about the "myth" that triangular co-operation has no clear value added in comparison to bilateral or regional co-operation?....19

What is the survey telling us about the "myth" that triangular co-operation projects do not follow clear planning and implementation mechanisms?....24

Different views of triangular co-operation....32

Conclusion....35

References....36

Annex 1: The 2015 OECD survey on triangular co-operation: What did it cover? Who responded?....37

Annex 2: The 2015 OECD survey questionnaire....38

Tables

Table 1. Number of reported triangular co-operation activities....10

Table 2. Durations of triangular co-operation activities and projects....17

Table 3. Budgets of triangular co-operation activities and projects....17

Table 4. The 60 respondents to the 2015 OECD survey....37

Figures

Figure 1. Types of actors involved in triangular co-operation....9

Figure 2. Geographic distribution of reported triangular co-operation activities by region....11

Figure 3. Arrangements of triangular partnerships....13

Figure 4. Sectors of triangular co-operation projects....15

Figure 5. Motivations of providers and international organisations to engage in triangular co-operation....20

Figure 6. Motivations of developing countries (providers and beneficiaries) to engage in triangular co-operation....21

Figure 7. Evaluation of triangular co-operation....22

Figure 8. Mechanisms used to plan and implement triangular co-operation....25

Figure 9. Documents to guide participation in triangular co-operation....25

Figure 10. Type of development co-operation used for triangular activities....29

Figure 11. Statistics collected on triangular co-operation....30

Figure 12. The three roles in triangular co-operation....32

Boxes

Box 1. Example of a cross-regional triangular co-operation project with Portuguese speaking countries 11
Box 2. Example of a triangular co-operation project involving the MENA region 12
Box 3. Example of triangular co-operation between middle- and high-income countries (Model A) 13
Box 4. Example of triangular co-operation between high-income countries, middle-income countries and least developed countries (Model B) 14
Box 5. Example of triangular co-operation between international organisations, high-income countries, middle-income countries and least developed countries (Model C) 14
Box 6. Example of triangular co-operation between LDCs or low-income countries and high-income countries or international organisations (Model D) 15
Box 7. Example of a triangular co-operation project in the government and civil society sector 16
Box 8. Example of a triangular co-operation project in the health sector 16
Box 9. Example of a triangular co-operation project in the agriculture sector 16
Box 10. Example of a triangular co-operation project with a long duration and high volume 17
Box 11. Example of cultural proximity as motivation to engage in triangular co-operation 21
Box 12. Example of a triangular co-operation project planned within the scope of an MoU 27
Box 13. Initiation mechanisms in triangular co-operation 28
Box 14. Example of a triangular co-operation project as component of a bilateral project 29
Box 15. Example of a mutual exchange triangular co-operation project 30
Box 16. Brazilian understanding of triangular co-operation 33
Box 17. The UN General Assembly's understanding of triangular co-operation 33
Box 18. The FAO's understanding of triangular co-operation 33

Acronyms

DAC	Development Assistance Committee of the OECD
FAO	Food and Agriculture Organisation
GPEDC	Global Partnership for Effective Development Co-operation
HICs	High-income countries
ILO	International Labour Organisation
IOs	International organisations
LAC	Latin America and the Caribbean
LDCs	Least developed countries
LICs	Low-income countries
MENA	Middle East and North Africa
MICs	Middle-income countries
MoU	Memorandum of Understanding
ODA	Official Development Assistance
PAHO	Pan-American Health Organisation
PIFCSS	*Programa Iberoamericano para el Fortalecimiento de la Cooperación Sur-Sur* (Ibero-American Programme to Strengthen South-South Co-operation)
SDGs	Sustainable Development Goals
SEGIB	*Secretaría General Iberoamericana* (Ibero-American Secretariat)
SSC	South-South co-operation
UNDP	United Nations Development Programme
UNOSSC	United Nations Office for South-South Co-operation
USD	United States dollar
WFP	World Food Programme

Executive Summary

Triangular co-operation has gained great attention as a modality of development co-operation that combines the comparative advantages of the different partners involved. It does this by making use of complementary strengths for creating synergies, learning among all partners and building relationships based on trust. It features in the 2030 Agenda and the Addis Ababa Action Agenda as an instrument to implement the internationally agreed Sustainable Development Goals (SDGs).

At the same time, several myths have developed about triangular co-operation projects being small in scale and scope, operating only in niche areas and lacking clear planning and implementation mechanisms. Policy makers and practitioners ask for clear evidence about the value added of triangular co-operation in comparison to bilateral or regional co-operation.

This report presents the results from a survey of triangular co-operation that the OECD conducted in 2015. It summarises and analyses the 60 responses provided (see Annex 1) that cover over 400 triangular co-operation projects and activities. The report is structured around three "myths" about triangular co-operation and provides evidence from the survey on the reality.

Myth No. 1: Triangular co-operation is scattered and small in scale and scope. It is only relevant in some niche areas. The data gathered from the survey show an increase in the number of triangular co-operation projects as well as their budgets and durations, in comparison to the OECD's 2012 survey on triangular co-operation. The average duration of the reported projects was 32 months and the average budget was USD 1.7 million. There is a great variety of triangular co-operation activities in terms of scale, scope, regions, sectors and project types.

The majority of triangular co-operation projects are in Latin America and the Caribbean (LAC), followed by Africa, Asia-Pacific, the Middle East and North Africa (MENA) region and Eastern Europe. Among those countries which reported engaging in triangular co-operation projects and activities, Japan, Chile, Brazil, Norway, Spain, Guatemala, Germany, South Africa, Mexico, Colombia and Argentina were involved in most projects from 2012-2016. The Pan-American Health Organisation (PAHO), the International Labour Organisation (ILO) and the World Food Programme (WFP) were the most active international organisations (see Chapter 1).

Myth No. 2: There is no clear value added of triangular co-operation in comparison to bilateral or regional co-operation. In the survey responses, as well as in international debates on triangular co-operation, the value added of triangular co-operation is often described as working in horizontal partnerships, building trust, learning among all partners, strengthening networks and increasing intercultural understanding. These aspects feature prominently in debates on triangular co-operation; however, they are rarely captured in analyses, such as evaluations.

The top three motivations for engaging in triangular co-operation stated by providers and beneficiaries of triangular co-operation projects were: learning and sharing experiences with partners of south-south co-operation; responding to partner countries' demands; and capitalising on the comparative advantage of south-south co-operation - such as more relevant expertise and technology, and cultural proximity.

The motivations that respondents mentioned in this survey cover a broad set of factors that also go beyond the immediate development impact. The survey findings underline that triangular co-operation is a strategic instrument (see Chapter 2).

Myth No. 3: Triangular co-operation projects do not follow clear planning and implementation mechanisms. Most respondents use the mechanisms of their bilateral co-operation to plan and implement their triangular co-operation projects as well. Partners in triangular co-operation projects signed joint agreements for more than half of the reported activities. Many respondents make use of operational guidelines and share costs. The majority of reported triangular co-operation activities took the form of project-type interventions, followed by stand-alone technical co-operation and the dispatching of experts (see Chapter 3). At the same time, respondents pointed out that there are different views of what triangular co-operation is (see Chapter 4).

An interim version of this report was discussed at the "*International Meeting on Triangular Co-operation: Promoting Partnerships to Implement the Sustainable Development Goals*" in Lisbon on 19 May 2016 as well as at the "*LAC-DAC Dialogue on Development Co-operation*" in Santiago de Chile on 29 June 2016.

Key messages derived from the survey and discussions in Lisbon and Santiago are:

- Triangular co-operation is a relevant and strategic modality for all types of development activities.
- Triangular co-operation has a clear value added: Through triangular co-operation, the partners involved share knowledge, learn together, facilitate capacity development, collaborate and jointly create solutions to development challenges.
- Greater political attention and high-level backing – both domestically and internationally – support a more targeted use of triangular co-operation. To help triangular co-operation achieve its full potential, the partners involved should capture and communicate the value added.
- Greater visibility and awareness of triangular co-operation can dispel some myths that have been circulating. More systematic collection and analysis of information on existing triangular co-operation projects and their results will support this objective.
- Combining efforts based on complementary knowledge - as happens in triangular co-operation - is key to achieving good results and moving the 2030 Agenda forward.
- All countries can potentially be providers, facilitators and beneficiaries of knowledge sharing in triangular co-operation. Thus, triangular co-operation transcends divides between different types of co-operation.
- Engaging in multi-stakeholder partnerships with the private sector, civil society and academia can mobilise additional resources for triangular co-operation and generate innovative solutions to development challenges.
- Linking triangular co-operation more to other development co-operation programmes, different forms of co-operation and financial instruments will support scaling-up triangular co-operation.
- Many partners in triangular co-operation have developed guidelines for triangular co-operation and signed joint agreements. A clear strategic orientation and operational guidelines will lead to reducing transaction costs and facilitating the implementation of triangular co-operation projects.

What is the survey telling us about the "myth" that triangular co-operation is scattered, only occurs in niche areas and is small in scale and scope?

Triangular co-operation is not a new phenomenon and has existed for decades, as the example of the Brazil–Japan–Third Countries Training Programme in the 1970s, or that of Germany-China-Mali in the 1980s show (see Honda, 2013). In the beginning, only a few actors engaged in this co-operation form. This horizontal co-operation mode gained greater prominence in the 2000s and involves all kinds of actors.

Background

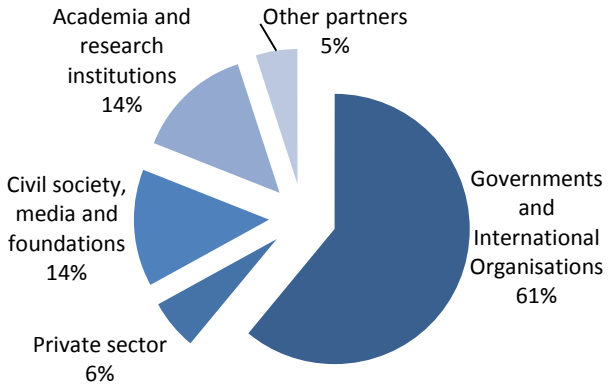
Despite having a long history, triangular co-operation is often associated with scattered, small-scale projects and activities in niche areas. For the modality of triangular co-operation to take off, it seemed to go through an international testing phase (see e.g. Abdenur, 2007; Fordelone, 2009). Following an incremental approach, projects and activities started with small volumes and short durations. These are the cases that are well known through research done, e.g. by the Task Team on South-South and Triangular Co-operation (OECD, 2010).

The evidence collected in the OECD's 2012 survey on triangular co-operation confirmed this assumption (OECD, 2013a, 2013b). At that time, mostly small and scattered projects were reported by respondents and few of the actors involved could provide details on budgets and durations. In the 2015 survey, respondents provided more detailed information on triangular co-operation projects.

Survey results: Actors, geographic distribution, models, sectors, duration and budgets of triangular co-operation projects

According to the findings from the 2015 survey, the main actors in triangular co-operation are governments or international organisations (61% of the reported projects). In addition, academia and research institutions (14%), civil society organisations, media and foundations (13%), the private sector (6%) and other actors (5%, e.g. hospitals, wildlife authorities, cities) provide valuable inputs (see figure 1).

Figure 1. Types of actors involved in triangular co-operation



Based on the number of activities and projects provided by respondents (see Table 1), the most active countries in triangular co-operation were Japan, Chile, Brazil, Norway, Spain, Guatemala, Germany, South Africa, Mexico, Colombia and Argentina (with 19 to 160 activities each). The Pan-American Health Organisation, the International Labour Organisation and the World Food Programme were the most active international organisations (with 10 to 20 activities each). In comparison, in the 2012 survey that the OECD conducted, the UN institutions were the most active actors in triangular co-operation, followed by Japan and Germany.

Table 1. Number of reported triangular co-operation activities

Number of Triangular Co-operation Projects*	Actors
>100	Japan
Between 50 and 100	Chile, Brazil
Between 40 and 50	Norway, Spain, Guatemala
Between 30 and 40	Germany, South Africa, Mexico
Between 20 and 30	Colombia
Between 10 and 20	Argentina, Pan American Health Organization (PAHO), International Labour Organisation (ILO), Costa Rica, Honduras, Indonesia, Korea, World Food Programme (WFP), United Kingdom (UK)
Between 5 and 10	Dominican Republic, Honduras, United Nations Office for South-South Co-operation (UNOSSC), Mozambique, Peru, Asian Development Bank (ADB), Canada, Israel, Timor Leste, Russian Federation, Paraguay, Italy, Austria
Between 1 and 5	Australia, United Nations Industrial Development Organization (UNIDO), Pacific Islands Forum (PIF), Food and Agriculture Organisation (FAO), Armenia, Sudan, Kiribati, Inter-American Development Bank (IADB), Madagascar, Fiji, Samoa, United Nations Children's Fund (UNICEF, Mexico), Portugal, African, Caribbean, and Pacific Group of States (ACP), Benin, Burkina Faso, Switzerland, New Zealand, Ecuador, France, Cook Islands

*According to actors' own replies to the survey; countries are named from largest number of projects to smallest

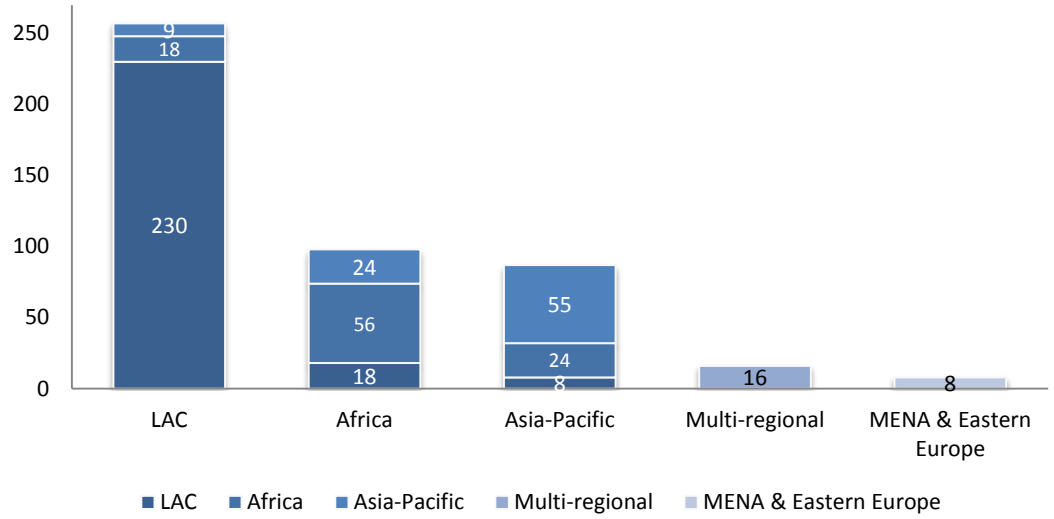
Of the 39% of triangular co-operation projects that involve non-governmental actors, only 6% count on private sector contributions. Academia and research institutions contribute specific expertise, exchange experts or are involved in training experts from the partner countries and organisations. In addition to this, civil society actors, media and foundations can take up an advocacy role and provide platforms for specific interaction among the different partners involved (see Boxes 1-15 throughout the report for further information).

In most cases, more than one national actor is involved in planning and implementing triangular co-operation projects – e.g. line ministries, specialised agencies or other governmental institutions. Some respondents have specific mechanisms to compile information across institutions, whereas others replied from their institution's own perspective.

Geographic distribution of triangular co-operation projects

According to the results of the 2015 survey, the majority of triangular co-operation projects can be found in Latin America and the Caribbean (LAC), followed by Africa, Asia-Pacific, the Middle East and North Africa (MENA) region and Eastern Europe. Triangular co-operation between countries in the same region is still the most common arrangement, with 55% of all reported projects being implemented in Latin America and the Caribbean, 14% in Africa and 13% in Asia-Pacific. In addition, 18% of the triangular co-operation projects reported involved more than one region. These were mostly projects between Africa and Asia-Pacific or between LAC and Africa (see Figure 2).

Figure 2. Geographic distribution of reported triangular co-operation activities by region



In the case of Latin American and Caribbean countries' co-operation in Africa or Asia-Pacific, most triangular activities include Portuguese speaking countries (see Box 1 for an example). Cultural and linguistic ties between Spanish and Portuguese speaking countries of Latin America and the Caribbean and Africa, as well as in Asia-Pacific, seem to favour these triangular co-operation activities.

Box 1. Example of a cross-regional triangular co-operation project with Portuguese speaking countries

Project name:	Programme for Development of Agriculture in the Tropical Mozambican Savannah (PROSAVANA)
Countries/IOs:	Mozambique, Brazil, Japan
Other Partners:	Brazilian Agricultural Research Corporation (EMBRAPA)
Objective:	To boost agricultural productivity in Mozambique through models of sustainable and viable agriculture adapted for savannah areas, combining production systems of small-scale and large commercial farmers, drawing on the successful experiences of the Brazilian North-eastern grasslands.
Budget:	> USD 10 million
Project period:	2010-2015

Little evidence was provided on triangular co-operation projects including the MENA region and Eastern Europe however, an example of an activity in this region is provided in Box 2. They were mostly mentioned within the scope of multi-regional projects with more than two regions involved in the triangular co-operation project.

Box 2. Example of a triangular co-operation project involving the MENA region

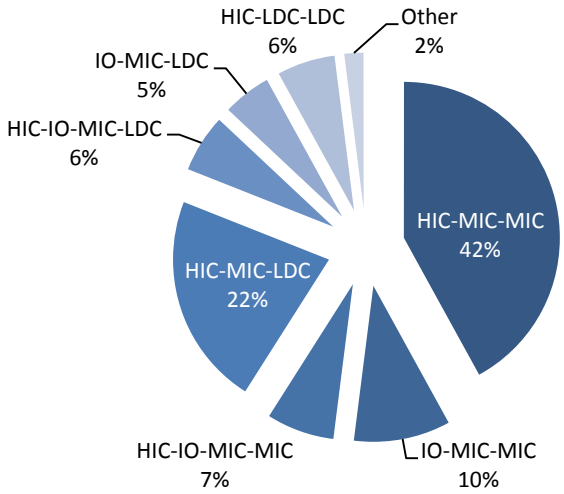
Project name:	Strengthening safety nets and resilience in Mauritania through support from Emerging Donors in Arab states
Countries/IOs:	Saudi Arabia, Oman, Mauritania, World Food Programme
Other partners:	none
Objective:	To support Mauritania in its efforts to combat food insecurity, malnutrition, and build the resilience of the most vulnerable populations.
Budget:	Between USD 1 000 000 and 5 000 000
Project period:	2014-2016

Models of triangular partnerships

International organisations and countries of different income levels pool resources to work in various arrangements of triangular co-operation (see Figure 3). To shed light on different models of triangular co-operation, the survey replies were analysed according to countries' income status (high-, middle- and low-income), classification as least developed countries (LDCs) and the involvement of international organisations - together with and without other providers - leading to four possible models:

- Model A: triangular co-operation between middle- and high-income countries or international organisations.
- Model B: Triangular co-operation between high-income countries or international organisations, middle-income and least developed countries.
- Model C: Triangular co-operation between international organisations, high-income countries, middle-income countries and least developed countries.
- Model D: Triangular co-operation between high-income countries or international organisations and two or more low-income or least developed countries.

Figure 3. Arrangements of triangular partnerships



*NB: Countries were classified according to their per capita income level at the start of the period (2012), even if this subsequently changed, e.g. from middle-income to high-income countries.

The survey results showed that the most typical triangular co-operation project (59% of cases) involved two or more middle-income countries (MICs) and one or more high-income countries (HICs) or international organisations (IOs) – e.g. Mexico-Guatemala-Honduras-Germany (see Box 3). This finding is not surprising when taking into account that Latin America and the Caribbean – the region with most triangular co-operation projects – is composed mainly of middle-income countries.

Box 3. Example of a triangular co-operation project between middle- and high-income countries (Model A)

Project name:	Promoting small and medium-sized suppliers via the ANTAD.biz platform and its environmental component
Countries/IOs:	Mexico, Guatemala, Honduras, Germany
Other partners:	Mexican retailers' association (ANTAD), Mexican Corporate Coordinating Council (CCE), Honduran Council of Private Enterprise (COHEP), the Tegucigalpa Chamber of Commerce and Industry (CCIT), and the Chamber of Industry of Guatemala (CIG).
Objective:	To contribute to the competitiveness of SME suppliers in the production chain, incorporating best practices in environmental sustainability by adapting and extending the Platform ANTAD.biz and environmental component.
Budget:	Between USD 500 000 and 1 000 000, cost sharing between the partners
Project period:	2015-2017

The second most typical arrangement involved one or more high-income countries or international organisations, middle-income countries and least developed countries (see Box 4). The majority of this type of triangular co-operation projects can be found in Africa and Asia-Pacific, the two regions with the largest number of least developed countries.

Box 4. Example of a triangular co-operation project between high-income countries, middle-income countries and least developed countries (Model B)	
Project name:	Regional public sector training and development project in countries emerging from conflict
Countries/IOs:	Canada, South Africa, Burundi, Rwanda, South Sudan
Other partners:	South African Management Development Institute; Public Administration Leadership and Management Academy (later called National School of Government); School of National Administration of Burundi, Rwandan Institute of Administration Management (later called Rwandan Management Institute).
Objective:	To develop public sector management skills in order to improve service delivery in Southern Sudan, Rwanda and Burundi.
Budget:	Between USD 5 000 000 and 10 000 000
Project period:	2008-2013

In 13% of cases, four types of actors were involved: high-income countries and international organisations jointly engaged in triangular co-operation projects with middle-income and least developed countries (see Box 5). This model can be found in all parts of the world.

Box 5. Example of a triangular co-operation project between international organisations, high-income countries, middle-income countries and least developed countries (Model C)	
Project name:	Protecting children from child labour during the Early Recovery Phase in Haiti
Countries/IOs:	International Labour Organisation, United States, Brazil, Haiti
Other partners:	none
Objective:	To protect children and adolescents from child labour during the early reconstruction phase in Haiti after the earthquake in 2010. To increase the knowledge base and raise awareness of key actors on child labour in Haiti, to strengthen the institutional capacity to combat child labour, and promote social dialogue.
Budget:	Between USD 1 000 000 and 5 000 000, cost sharing between the partners[1]
Project period:	2011-2014

The model of triangular co-operation between least developed or low-income countries with high-income countries or international organisations (see Box 6) is the least common among the survey replies. Most cases can be found in Africa, followed by Asia-Pacific.

[1] For more information see also the summary of the evaluation report: www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_250022.pdf

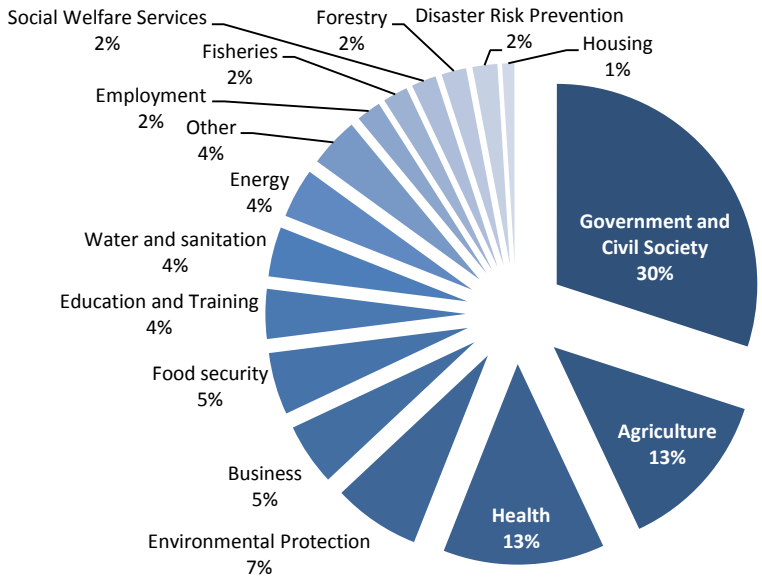
Box 6. Example of a triangular co-operation project between LDCs or other low-income countries and high-income countries or international organisations (Model D)

Project name:	Strengthen capacities of CSOs to engage in Policy Dialogue in East Africa
Countries/IOs:	Austria, Kenya, Tanzania, Uganda
Other partners:	GROOTS KENYA; DESECE – Development Education Services for Community Empowerment; SOS Children's Villages of Tanzania Trust; MIONET; CARE International in Uganda; Women Rural Development Network (WORUDET); Kenya Red Cross Austrian Consortium: HORIZONT3000, SOS-Children´s Villages Austria; Red Cross Austria, Caritas Austria; Care Austria
Objective:	To strengthen the capacities of East African NGOs to engage in policy dialogue.
Budget:	Between USD 100 000 and 500 000
Project period:	2014-2016

Sectors of triangular co-operation

The survey results showed that triangular co-operation projects were implemented in all sectors and depended on the specific needs and expertise of the actors involved. Of the more than 400 projects captured in the survey, 30% were in the field of government and civil society (see Box 7 for an example), followed by health (13%, see Box 8 for an example), agriculture (13%, see Box 9 for an example), environmental protection (7%) and business (5%) (see Figure 4).

Figure 4. Sectors of triangular co-operation projects



The top sectors for triangular co-operation are almost the same as in the 2012 survey, although there was not such a large share of projects in the field of government and civil society. The results from both the 2012 and 2015 surveys demonstrate that

triangular co-operation can be chosen as an implementation modality for projects in all sectors (see the examples of projects provided throughout this report).

Box 7. Example of a triangular co-operation project in the government and civil society sector

Project name:	Tools for e-governance in institutions in El Salvador
Countries/IOs:	Ecuador, El Salvador, Spain
Other partners:	none
Objective:	To construct the basis for a digital government that is open for the Salvadorian citizens.
Budget:	Between USD 100 000 and 500 000
Project period:	2016-ongoing

Box 8. Example of a triangular co-operation project in the health sector

Project name:	Joint Training Program in the Project for Establishment of Palestinian National Rehabilitation Centre for drug addicts
Countries/IOs:	Korea, Turkey, Palestinian Authority
Other partners:	none
Objective:	To address drug addiction and mental trauma problems in the Palestinian Authority through the establishment of the Palestinian National Rehabilitation Centre
Budget:	Between USD 5 000 000 and 10 000 000
Project period:	2013-2016

Box 9. Example of a triangular co-operation project in the agriculture sector

Project name:	Strengthening agricultural statistics and food security information in countries of the Coalition for African Rice Development (CARD)
Countries/IOs:	Food and Agricultural Organisation (FAO), Japan, CARD members: Benin, Côte d'Ivoire, Ethiopia, Ghana, Kenya, Madagascar, Nigeria, Senegal, Uganda; Association of Southeast Asian Nations (ASEAN) members: Brunei, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand, Viet Nam
Other partners:	Africa Rice Centre, AFSIS (ASEAN Food Security Information System)
Objective:	To improve the capacity of countries of the CARD for timely collection and provision of reliable statistics on rice production and yield, drawing on the expertise and experience of ASEAN member states.
Budget:	Between USD 1 000 000 and 5 000 000
Project period:	2013-2018

Project durations and budgets

The average duration of those projects that reported information (378 cases) was 32 months, 71% lasted between 12 and 48 months, while 15% lasted under one year - i.e. workshops or training activities (see Table 2). Another 14% involved several project phases, which is a good indicator of stronger focus on the sustainability of triangular co-operation projects and activities. In some exceptional cases, durations of up to 14 years were reported.

Table 2. Durations of triangular co-operation activities and projects

Duration of Triangular Co-operation Activities	Number of Projects	% of Projects
< 12 months	58	15%
Between 12 and 24 months	142	38%
Between 25 and 48 months	125	33%
Between 49 and 168 months	53	14%
TOTAL	**378**	**100%**

Of the projects for which budget information was provided by survey respondents (345 cases), costs were shared in 48% of cases. The average total budget amounted to USD 1.7 million. However, budgets varied from approximately USD 2 000 to more than USD 40 million. This extremely wide span also illustrates the diversity of triangular co-operation activities and is consistent with the finding on the frequent use of short-term training or dispatching experts (see Chapter 3). In 74% of cases reported, the budget was less than USD 1 million (see Table 3).

Table 3. Budgets of triangular co-operation activities and projects

Triangular Co-operation Budgets (in USD)	Number of Projects	% of Projects
Under 100 000	109	32%
Between 100 000 and 500 000	99	28%
Between 500 000 and 1 000 000	47	14%
Between 1 000 000 and 5 000 000	63	18%
Between 5 000 000 and 10 000 000	10	3%
> 10 000 000	17	5%
TOTAL	**345**	**100%**

Due to the time span for reporting projects requested in the 2015 survey (from 2012 to 2015), some respondents might not have stated the budgets and durations for the previous phases of the same project, but only for the current phase. Nevertheless, by analysing the replies on budgets and durations, it can be concluded that more projects were implemented with several phases and that overall budgets grew (see Box 10 for an example), especially in comparison to previous survey results from 2012.

Box 10. Example of a triangular co-operation project with a long duration and high budget

Project name:	Innovative ventures and technologies for development (INVENT)
Countries/IOs:	India, United Kingdom, Afghanistan, Bangladesh, Ethiopia, Kenya, Nepal, Uganda
Other partners:	Millennium Alliance - Federation of Indian Chambers of Commerce and Industry, Sankalp - Intellectual Capital Advisory Services Pvt Ltd, Innovations Knowledge Exchange Facility – IMC Worldwide, Grand Challenge – IKP Knowledge Park (proposed)
Objective:	To support technological and business innovations for the benefit of the poor in low income states of India and in other low-income countries.
Budget:	> USD 10 million
Project period:	2013-2023

Concluding remarks on the reality: Triangular co-operation activities go beyond scattered, small-scale activities in niche areas

Triangular co-operation has increased across all sectors of co-operation and in all parts of the world. The 2015 survey results confirm that triangular co-operation activities go beyond small-scale activities in niche areas. The average duration of projects and activities is 32 months and the average budget is USD 1.7 million. In addition, survey respondents described several triangular co-operation projects and programmes with numerous phases and follow-up initiatives.

This conclusion is confirmed by the Ibero-American Secretariat (SEGIB) which also found in its "Report on South-South Co-operation in Ibero-America" that the number of triangular co-operation projects and activities that were implemented in 2013 was 36% higher than in 2012. Since 2006, the number of triangular initiatives increased six-fold in Latin America and the Caribbean alone (SEGIB, 2015).

Small-scale activities also exist, e.g. in the form of sending experts for trainings, and they contribute to creating solutions to development challenges that would not have emerged otherwise. As a report commissioned by the UN Economic Commission for Africa (UNECA, 2011: v) states: "these projects may not be big in size or scale, but are often niche initiatives that allow innovation in a particular sector".

More funding for triangular co-operation can contribute to pulling it out of its perceived niche and draw on the successful experiences of existing large projects reported in the survey. Also, linking triangular co-operation more to other development co-operation programmes, e.g. by planning project components to be implemented as triangular co-operation, will support scaling up of this form of co-operation.

An opportunity to highlight triangular co-operation is provided by it featuring in the Addis Ababa Action Agenda and the 2030 Agenda with SDG 17 focussing on partnerships. North-south, south-south and triangular co-operation are seen as complementary means of implementation; consequently, triangular co-operation needs to be promoted and monitored as an implementation mode for the SDG commitments.

What is the survey telling us about the "myth" that triangular co-operation has no clear value added in comparison to bilateral or regional co-operation?

Many staff from ministries, development co-operation agencies or international organisations can remember an occasion where they had to answer the question: But why are we doing this as a triangular co-operation project? What is the value added in comparison to bilateral, regional or other forms of co-operation?

Background

Two factors prompted the increasing interest in triangular co-operation. First, it is a modality that transcends divides between north-south and south-south co-operation and can combine the comparative advantages of different partners by making use of complementary strengths to create synergies.

Second, the contributions of development partners beyond the OECD Development Assistance Committee (DAC) are increasing. In total, the OECD estimates that gross global concessional development finance reached USD 183 billion in 2014, an all-time high. Of this, 18% - i.e. about USD 33 billion - was provided by countries that are not members of the DAC. This is a significant increase compared to 2013, when estimated global concessional development finance reached USD 176 billion, of which 14% - i.e. USD 24 billion - was estimated to be provided by countries beyond the DAC membership (OECD, 2016).

The survey results showed that many providers beyond the OECD DAC membership are very active in triangular co-operation. With their growing budgets for international development co-operation, the contributions of these countries to triangular co-operation are increasing as well.

However, there is a lack of systematic analysis of triangular co-operation based, for example, on evaluation results or the tracking of flows through statistical methods. Anecdotal evidence is often the basis for responding to questions about the value added. When looking only at the development results in the beneficiary country and leaving out the other benefits of triangular co-operation – such as horizontal partnerships for development, trust, joint learning – the value added of triangular co-operation is not fully captured. Each partner in a triangular co-operation project also follows other objectives, e.g. from a foreign policy strategic perspective (see Honda and Sakai 2014; Nomura Research Institute, Ltd., 2013) that could be included in the project design from the beginning.

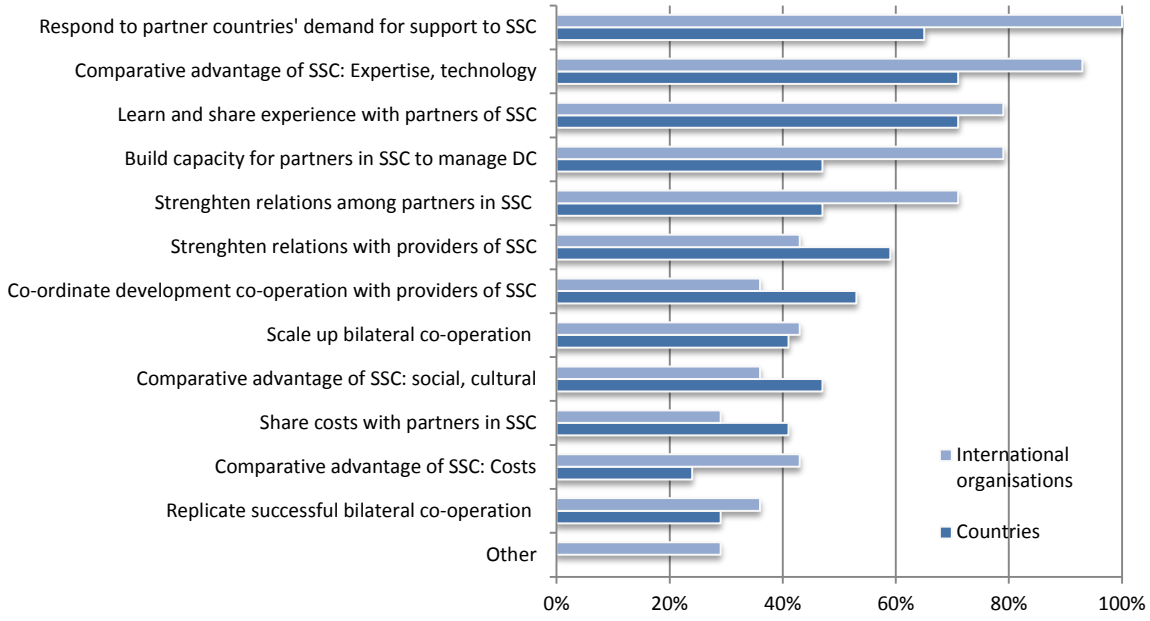
To address this issue, the question could be asked differently: "Which type of co-operation – bilateral, regional, triangular or other form of co-operation – will give the greatest benefit in this situation?"

Survey results: Motivations for engaging in triangular co-operation and project evaluation

Respondents from provider countries and international organisations stated that their top-three motivations for engaging in triangular co-operation are (see Figure 5):

1) Responding to partner countries' demands for support to south-south co-operation.
2) Capitalising on the comparative advantages of south-south co-operation - such as specific expertise, technology and cultural proximity.
3) Learning and sharing experience with partners of south-south co-operation.

Figure 5. Motivations of providers and international organisations to engage in triangular co-operation



For respondents from international organisations, responding to partner countries' demand for support in south-south co-operation was the main reason given for engaging in triangular co-operation. This reflects the different views of triangular co-operation that will be discussed in Chapter 4. International organisations are often perceived as "neutral" and independent brokers of south-south and triangular co-operation. Furthermore, respondents from international organisations aim to strengthen co-operation among south-south providers and build their capacity to engage and manage south-south co-operation, which is also a goal of DAC members.

More countries than international organisations stated scaling up bilateral co-operation and sharing costs as a strong motivation for their engagement in triangular co-operation. Many DAC members stated that strengthening relations with providers of south-south co-operation is an important motivation for engaging in triangular co-operation. This motivation is in line with the first experiences of triangular co-operation as an instrument to continue co-operation after phasing out bilateral development co-operation between some middle-income countries and DAC members. Co-ordination with south-south providers was also mentioned. The comparative

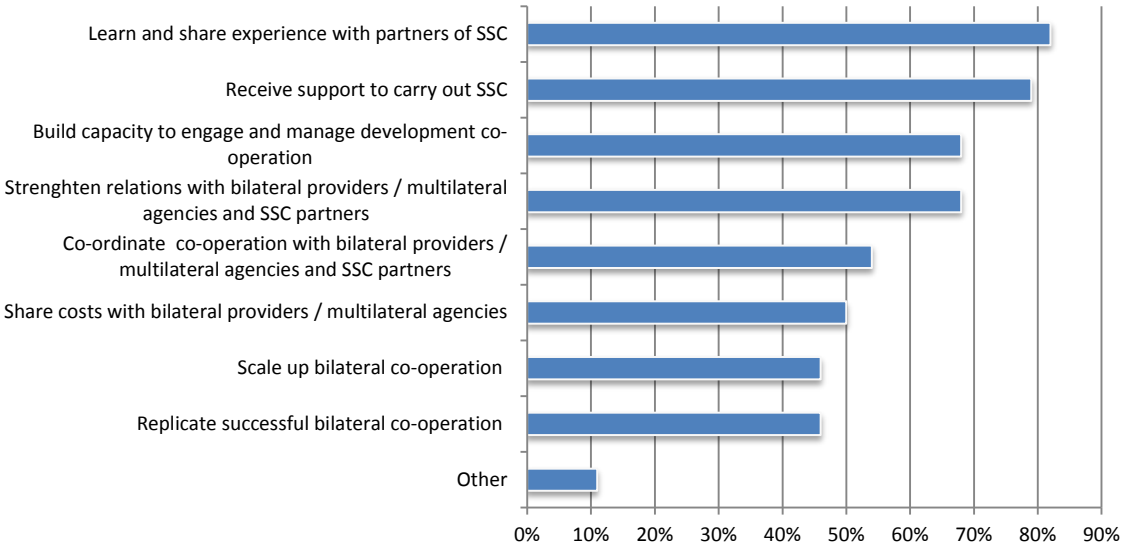
advantage of social, linguistic and cultural proximity (see Box 11), as well as the lower costs of working with experts from south-south providers, was a motivation for countries and international organisations, but not their main reason for engaging in triangular co-operation.

Box 11. Example of cultural proximity as motivation to engage in triangular co-operation

Project name:	Malaysia-Australia Education Project for Afghanistan (MAEPA)
Countries/IOS:	Malaysia, Afghanistan, Australia
Other partners:	Cardno Acil (2009-2010); GRM International (2009-2012); IRD and UniQuest Pty Limited (2012-2013)
Objective:	*MAEPA 1 & 2 Objectives:* To develop new curriculum for use in Afghan Teacher Training Colleges that includes the new pedagogical knowledge acquired in Malaysia and train increasing numbers of new teachers to understand and apply the new teaching approaches to improve learning outcomes of Afghan school children. *MAEPA 3 Objectives:* To develop knowledge of new educational methods and the skills needed to train others.
Budget:	> USD 10 million
Project period:	2009-2013

South-south co-operation partners responded that it was equally important to share experience with other developing countries as it was to receive support to build capacities in managing development co-operation (see Figure 6). In triangular co-operation projects, all partners learn about the others' project management and implementation procedures. Also, strengthening relations with providers and south-south partners, as well as sharing costs, were motivations for engaging in triangular co-operation. Replicating successful bilateral co-operation (with providers) and scaling up bilateral south-south co-operation were perceived as important, but not among the top motivations for engaging in triangular co-operation.

Figure 6. Motivations of developing countries (providers and beneficiaries) to engage in triangular co-operation



All respondents indicated that triangular co-operation helps forge mutually beneficial relationships. Ecuador further mentioned that engaging in triangular co-operation leads to more regional projects and creates new opportunities for regional integration in Latin America and the Caribbean. In the same region, Colombia sees triangular co-operation as a way of promoting the country as a provider of development co-operation. In Africa, Madagascar stated that triangular co-operation allows the country to promote its independence by improving its ability to find creative solutions to its development problems in accordance with its own aspirations, values and needs.

The survey findings underline that triangular co-operation is a strategic instrument and facilitates knowledge sharing and joint learning. The motivations that countries mentioned in this survey cover a broad set of factors which, arguably, make up the value added of triangular co-operation. For instance, Switzerland mentioned in its survey response that experience shows that co-operation with emerging economies in Latin-America promotes affordable, context-specific development solutions and strengthens the partnerships for development. A value added is the potential for cost-effective development and bringing in the specific expertise of the third party.

Evaluations of triangular co-operation projects

Evaluations can potentially generate the facts and figures to support convincing arguments to capture and promote the value added of triangular co-operation. According to the survey respondents, 66% of the reported triangular co-operation projects were evaluated (see Figure 7). Looking into the additional information provided by some respondents on their evaluation of triangular co-operation projects, the positive impression of 66% of the projects being evaluated changes slightly.

Figure 7. Evaluation of triangular co-operation



Few actors conducted joint evaluations and many respondents stated that the various facets of the value added of triangular co-operation were not all adequately captured in these evaluations. Some countries and organisations used different or additional criteria when they evaluated triangular co-operation projects.

Mexico stated that projects are mostly planned and implemented using bilateral mechanisms; however, triangular co-operation is not evaluated regularly. According to the Mexican response, it may be difficult to evaluate the impact of triangular co-operation, partly because most of the projects are rather small and, partly, evaluation has not been a priority for their partners among DAC members. Mexico is nevertheless now piloting joint evaluations with Germany in Honduras. In the context of the SDGs, triangular co-operation is gaining importance and this may call for a new vision on evaluation.

In Costa Rica, evaluations of international co-operation projects are currently mostly focused on the completion of all the phases of the project, activities and adherence to the budget. Costa Rica considers that conducting impact evaluations for triangular co-operation remains a topic to address in the future. The Ministry of National Planning and Political Economy (MIDEPLAN) is assessing possibilities for results–based evaluations of triangular co-operation.

Israel described a typical example of joint evaluation in its survey reply. The terms of reference are written jointly and a joint evaluation team is formed with an evaluator from each partner. The team visits the project and interviews relevant stakeholders. Another model that Israel stated using is a separate evaluation system in which each partner appoints an evaluator for the expertise for which the partner is responsible in the triangular co-operation initiative. The partners are, moreover, up-dated on each evaluation.

South Africa provided a good example of an evaluation of all its triangular co-operation projects which was conducted in 2015. Development partners and the participating South African departments in the various projects provided inputs to the evaluation process. Evaluations are also done jointly with the development partners and the South African government for specific projects and programmes.

Concluding remarks on the reality: Triangular co-operation has a clear value added.

Triangular co-operation is a strategic instrument that promotes partnerships for development and facilitates knowledge sharing and joint learning. Responding to the beneficiary countries' demand was a core motivation of the providers that responded to the survey which points to the importance of strong ownership by the beneficiary and alignment with their national development strategy.

In the survey responses, as well as in international debates on triangular co-operation, it is often mentioned that the value added of triangular co-operation can be described as working in horizontal partnerships, building trust, learning among all partners, strengthening networks and increasing intercultural understanding. These aspects feature prominently in debates on triangular co-operation; however, they are rarely captured in analyses, such as evaluations. Triangular co-operation project documents focus mostly on achieving development objectives and impacts in the beneficiary countries, justifying the development intervention.

Motivations mentioned by the responding countries and international organisations in this survey go beyond the immediate development impacts in beneficiary countries. They cover a broad set of factors which, arguably, make up the value added of triangular co-operation. It is now important to better capture and communicate this value added to national and international policymakers.

What is the survey telling us about the "myth" that triangular co-operation projects do not follow clear planning and implementation mechanisms?

As with other development co-operation modalities, a triangular co-operation project needs to be agreed upon formally by all actors involved and implemented. In some cases, this follows overall operational guidelines for triangular co-operation while in others, processes, steering structures and responsibilities are set up on a case-by-case basis.

Background

A commonly shared view that relates to this myth is that triangular co-operation projects only consist of dispatching experts for short training sessions (e.g. two weeks) in a developing country, followed by a follow-up training course a few months later. In fact, this is one possible mechanism within the manifold range of triangular co-operation activities and projects. A related issue is ensuring the sustainability of these activities, which has led to the assumption that there are no principles, guidelines or strategic vision underpinning triangular co-operation.

Many triangular co-operation projects and activities were initiated at a time when bilateral development co-operation between DAC members and some middle-income countries were starting to be phased out (e.g. the European Union's Agenda for Change, 2011). Triangular co-operation then provided a strategic instrument to continue co-operation with countries that were no longer able to receive bilateral co-operation from DAC providers (see e.g. Ashoff, 2010; Weikert and Altenburg, 2007). But, is this the only strategic vision for triangular co-operation? If so, is it mirrored in the project design? As in any other domain, clarity about objectives is a precondition for the strategic use of triangular co-operation.

Survey results: Planning, initiating and implementing triangular co-operation projects

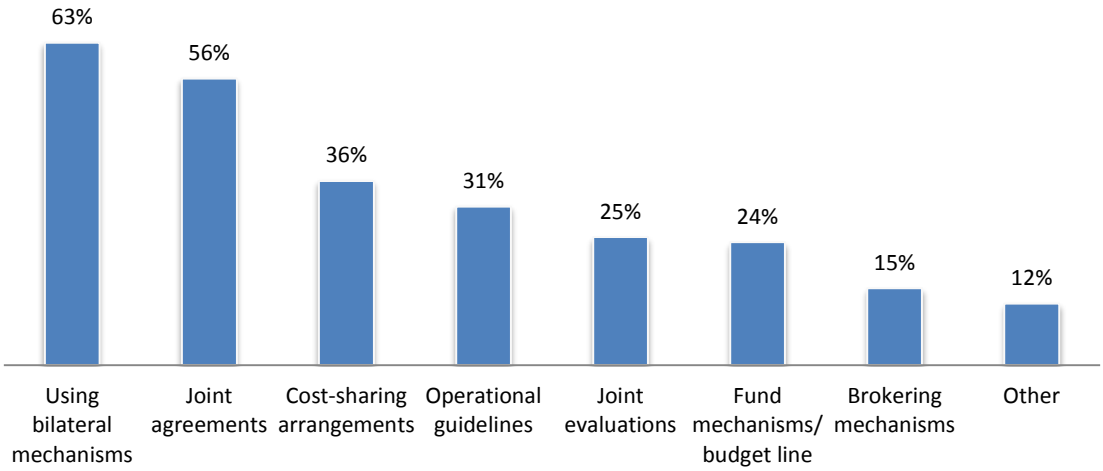
The survey results show that in the majority of cases (63%), triangular co-operation projects are planned using bilateral co-operation mechanisms (see Figure 8). Joint agreements - e.g. memoranda of understanding (MoU) or other types of agreements - are signed in 56% of the reported projects (see also Box 13 on initiating triangular co-operation).

Whereas only 36% of the respondents indicated that they share costs, budget numbers were provided for cost-sharing arrangements in 48% of the reported cases. Funds can thus be leveraged through triangular co-operation.

There is a difference between the survey responses of international organisations and countries in the mechanisms they use to plan and implement triangular co-operation. Of the international organisations that responded to this question, 36% engage in funds and brokering mechanisms respectively. Taking the replies of all countries and international organisations together, 24% of respondents use funds/specific budget lines and only 15% engage in brokering mechanisms. Some international organisations administer triangular co-operation projects on behalf of

countries [e.g. agreement between United Nations Development Programme (UNDP) and China].

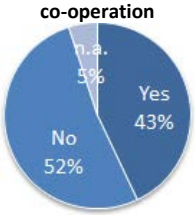
Figure 8. Mechanisms used to plan and implement triangular co-operation



Some interesting cases of triangular co-operation funds are also mentioned in the survey, such as the German Regional Fund for the Promotion of Triangular Co-operation in Latin America and the Caribbean. Twice a year, a call for tenders is issued where countries of the LAC region can submit project proposals. The fund is open for proposals that add value for all participants and are aligned with the development policy priorities of the partners involved. The LAC provider's contribution, financially or in-kind, will be at least the same as Germany's (the maximum for German contributions is EUR 300 000) and all other partners also contribute financially or in-kind[2]. The Swiss Agency for Development and Co-operation (SDC) expressed an interest in contributing to the fund because of its established procedures and co-ordination mechanisms. Despite having joint agreements and MoUs with several LAC providers, the transaction costs for using an established fund in comparison to agreeing on the implementation of triangular co-operation projects with other formats promises quicker results[3].

Almost one third of the survey respondents indicated using operational guidelines for triangular co-operation. Bringing these results together with another survey question that asked if countries and organisations have a specific document (e.g. national law, policy, strategy, guidelines) to guide their involvement in triangular co-operation, the figure rises to 43% of countries and organisations giving a positive response, with 52% stating that they do not have any guiding documents and 5% providing no response (see Figure 9).

Figure 9. Documents to guide participation in triangular co-operation



Most international organisations that responded to the survey have developed specific guidelines for triangular co-operation or included sections in their south-south

[2] For further information, see: www.giz.de/en/worldwide/12942.html

[3] For further information, see: www.eda.admin.ch/deza/en/home/aktivitaeten_projekte/projekte-fokus/projektdatenbank.html/projects/SDC/en/2015/7F09423/phase99

co-operation guidelines and strategies, such as the "Secretary General's Framework of Operational Guidelines on United Nations Support to South-South and Triangular Co-operation" which offers guidelines to all United Nations agencies on how to incorporate south-south and triangular co-operation in their operations. Moreover, FAO, ILO, PAHO/WHO, UNICEF, UNIDO, UNOSSC and WFP have developed specific guidelines and strategies for their work. The Asian Development Bank, the *Organisation Internationale de la Francophonie* and the Pacific Islands Forum Secretariat have also drafted strategies and guidelines for their operations. These guidelines are mostly operational, providing orientations for formulating, implementing and evaluating triangular co-operation.

Many responding countries from Latin America and the Caribbean referred to the triangular co-operation guidelines that were developed by the Ibero-American Programme to Strengthen South-South Co-operation (PIFCSS). These guidelines are an example of regional co-ordination by adopting the same guidelines for triangular co-operation. The aims of the PIFCSS member countries in developing common guidelines were, amongst others, to "promot[e] common criteria for triangular co-operation, from the recognition of country diversity, to enable a more co-ordinated and harmonized management among all partners involved in triangular formulas" and to "showcase comparative advantages and added value of this type of co-operation" (PIFCSS 2015).

Also, a Brazilian-German Trilateral Co-operation Manual was developed through a consultative process and compiled lessons learnt and experiences with a detailed practical orientation for the implementation of new projects (ABC and GIZ, 2015).

On the African continent, South Africa mentioned the Windhoek Agreement on a new partnership between the Southern African Development Community (SADC) and the international co-operating partners, which was adopted in 2006, as a guiding document for triangular co-operation. At the programme level, triangular co-operation with Germany is guided by a "Trilateral Co-operation Principles and Procedures" framework.

Guatemala provided an interesting example of choosing the modality of co-operation that best fits the development challenge. Its recently adopted strategy for international co-operation is the guiding document for its engagement in south-south and triangular co-operation. The paragraph on triangular co-operation emphasises that Guatemala promotes the utilisation of technical co-operation from other developing countries, through technical co-operation agreements. Technical co-operation with DAC members is reserved for those aspects in which the required expertise and experiences are not available in developing countries (SEGEPLAN, 2013).

Germany, Israel, Japan, Korea, Portugal and Switzerland have developed triangular co-operation guidelines and strategies. The new Portuguese Co-operation Strategy envisions using various forms of triangular co-operation, such as those based on co-funding, the establishment of fiduciary funds, training and the creation of networks for sharing knowledge and experience.

Overall, in comparison to the 2012 survey, an increase in the use of triangular co-operation guidelines and strategies was reported. Some interesting examples for regional guidelines were mentioned from Latin America and Africa, as described above.

Initiating triangular co-operation

What implications does the choice of planning mechanisms for triangular co-operation have for initiating and implementing projects? Many triangular co-operation projects follow the principle of demand-driven engagement, where the idea for a project is communicated to one of the providers. Different ways to transform the idea into a triangular co-operation project were depicted in the survey.

Many responding countries mentioned that they sign project implementation agreements at an operational/implementation level. Chile stated that because it has many triangular co-operation partners (see Box 12 for an example); it has an overarching partnership agreement or MoU with each, as well as specific project-level agreements. Many of these technical partnership agreements at the implementation level are also signed by the beneficiary partner country.

Box 12. Example of a triangular co-operation project planned within the scope of an MoU

Project name:	International courses on climate change between the Chilean National Corporation on Forests (CONAF) and the Swiss Agency for Development and Co-operation (SDC)
Countries/IOs:	Chile, Switzerland, Community of Latin American and Caribbean States (CELAC)
Other partners:	Universidad Mayor
Objective:	To strengthen international technical capacities for vegetation resources and climate change, share lessons learned and practical experience in the field. These focus on topics such as validation and verification procedures with international standards of forest carbon trading on international climate change, forest monitoring, construction of base lines and marketing of emission reduction and distribution system benefits.
Budget:	Under USD 100 000, cost sharing between the partners
Project period:	2014-2016

Indonesia responded that it conducts an assessment for potential provider partners each year. A pre-selection of potential triangular co-operation projects is offered to providers with the aim of assessing their interest in implementing this project trilaterally.

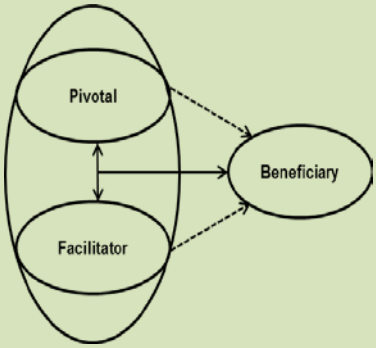
An existing MoU between two providers or a provider and beneficiary of the triangular co-operation project could also be the starting point for further co-operation, e.g. between Brazil and the United Kingdom or Indonesia and the United States. The mechanism guiding the triangular co-operation is the same, but differences in the processes and implementation are likely to evolve when the first triangular co-operation project is planned. After an MoU is signed, partners have high expectations and there is a strong desire to bring the partnership to life. High-level political backing is given and partners need to negotiate the details of the triangular co-operation project design and implementation. According to some analysts, it is crucial that all partners - especially the beneficiary countries – are involved in this stage of the project (Langendorf et al., 2012; Piefer 2014).

For instance, Switzerland has signed agreements on triangular co-operation with Brazil, Chile (see Box 12 above), Mexico and Colombia to complement existing bilateral collaboration. The agreements on triangular development co-operation form the basis for project agreements with third countries which wish to contribute together to social and economic development, to facilitate the exchange of experiences and to scale up successful projects between the countries' civil societies, universities or private sectors. Box 13 illustrates different initiation mechanisms in triangular co-operation between the facilitator, pivotal partner and beneficiary (see also Chapter 4 for further information on these three roles).

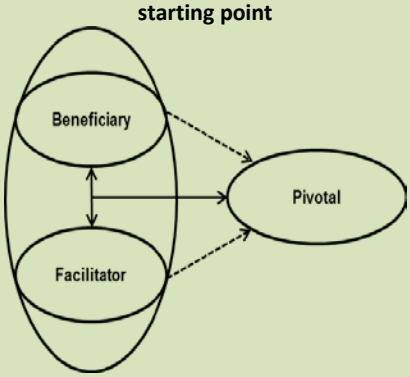
Box 13. Initiation mechanisms in triangular co-operation

How do triangular co-operation projects start? Depending on the existing institutional and legal frameworks, high-level political backing needs to be sought and the triangular co-operation project can be formalised through e.g. a joint agreement or memorandum of understanding between the different partners. Cases of trilateral or plurilateral (more than three partners in the project) MoUs are rare. In most cases, two or more bilateral MoUs are combined to guide the relationship between the partners (Langendorf et al., 2012).

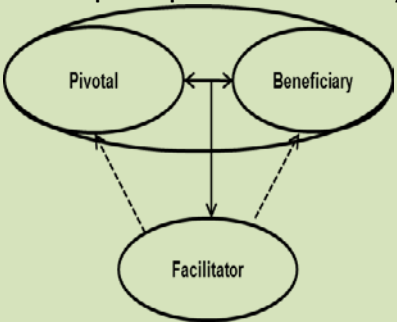
Co-operation between pivotal partner and facilitator as starting point



Co-operation between the beneficiary and facilitator as starting point



Co-operation between the pivotal partner and beneficiary as starting point



Source: own visualisation, based on: Langendorf et al., 2012: 62-67

The United Kingdom's Department for International Development (DFID) has MoUs with Chinese and Brazilian partners which set the overall context for triangular co-operation programmes. The primary funding mechanism for triangular co-operation is the Global Development Partnerships Programme. It supports collaboration with providers of south-south co-operation – including through triangular co-operation – to achieve development results regionally and in third countries. Also, DFID's triangular co-operation interventions are often part of the bilateral portfolio. In the case of the example in Box 14, the project components in India are financed from the bilateral

budget and the triangular component on working with Africa is financed through the Global Development Partnerships Programme.

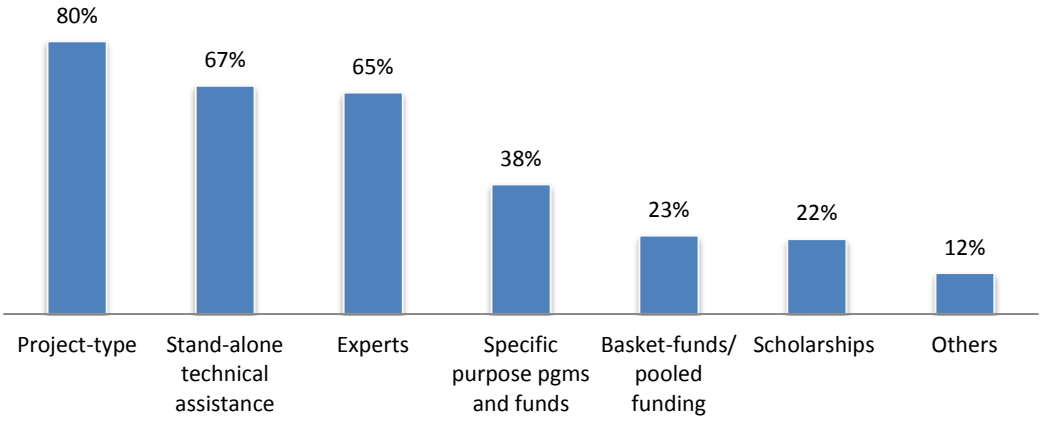
Box 14. Example of a triangular co-operation project as component of a bilateral project

Project name:	DFID-TERI Partnership for Clean Energy Access and Improved Policies for Sustainable Development as part of the "India Partnership Framework: The Energy and Resources Institute"
Countries/IOs:	India, UK, Kenya, Ethiopia
Other partners:	The Energy and Resources Institute (TERI), India
Objective:	To support replication and pilot models for clean cook stoves and solar lighting in Africa
Budget:	Between USD 1 000 000 and 5 000 000, financed through Global Development Partnerships Programme as part of a larger bilateral programme
Project period:	2010-2015

Implementing triangular co-operation projects

Triangular co-operation provides a diverse range of actors with an opportunity to explore new ways of working together. Countries and organisations often use several types of development co-operation for their triangular co-operation projects. In 80% of cases, survey respondents reported engaging in triangular co-operation through project-type interventions[4] (see Figure 13). Specific purpose programmes and funds were established in 38% of the cases, basket funds and pooled funding was provided in 23% of the reported triangular co-operation activities.

Figure 10. Type of development co-operation used for triangular activities



[4] According to OECD DAC statistical reporting directives, a project-type intervention is a set of inputs, activities and outputs, agreed with partners, to reach specific objectives/outcomes within a defined time frame, with a defined budget and a defined geographical area

Technical co-operation[5] activities were mentioned in 67% of cases, dispatching experts in 65% and scholarships in 22%. Of the 12% of respondents that stated engaging in "other" types of development co-operation, amongst others, the United Nations Office for South-South Co-operation (UNOSSC) reported using web-based knowledge exchange platforms. New Zealand mentioned that it supports, together with Australia, the Forum Compact Peer Review process, a Pacific regional south-south co-operation initiative whereby Pacific Island countries learn from each other's experience in managing development co-operation.

Fredskorpset Norway provided an example of a mutual exchange programme in triangular co-operation. Volunteers from Norway share knowledge and experiences in projects with partner institutions in Africa, Asia and Latin America (see Box 15 for an example). Their counterparts then swap institutions and work in Norway for some time, which facilitates mutual learning and the development of institutions and local communities[6].

Box 15. Example of a mutual exchange triangular co-operation project

Project name:	Capacity building for gender and co-operatives in Asia
Countries/IOs:	The Philippines, Thailand, Malaysia, Indonesia, Cambodia, Norway
Other partners:	Asian Women in Co-operative Development Forum, the Phillippines Credit Union League of Thailand Credit Union Promotion Club, Malaysia Forum for Indonesian Cooperatives Movement Socio-Economic Development Organization of Cambodia
Objective:	To build capacity in business development for co-operatives and community groups.
Budget:	Between USD 5 000 000 and 10 000 000
Project period:	2008-2013

The findings from the survey on types of development co-operation used in triangular co-operation underline the responses on durations, i.e. longer durations for project-type interventions and shorter durations for technical co-operation activities and dispatching experts.

About two thirds of respondents collect statistics on triangular co-operation and only one third stated that they do not compile specific statistics (see Figure 14). Korea has introduced a "triangular co-operation code" in its statistical system for Official Development Assistance (ODA), as agreed by the OECD DAC Working Party on Statistics (WP-STAT) in 2015. All countries can report their triangular co-operation through the OECD statistical system, even if they are not reporting their ODA

Figure 11. Statistics collected on triangular co-operation



[5] According to OECD DAC statistical reporting directives, technical co-operation activities and expert dispatches cover providing and receiving, outside of project-type interventions, know-how in the form of training and research; conferences, seminars and workshops; exchange visits; publications and research studies; development-oriented social and cultural programmes; and sending/receiving experts, consultants, academics, researchers, volunteers.

[6] For more information see: www.fredskorpset.no/en/about-us/

flows. For DAC members, it is now mandatory to report their triangular co-operation in OECD statistics.

Some countries provided further information in their survey responses on how they collect statistics. For instance, Mexico stated that information about triangular co-operation is collected on a yearly basis for the Mexican International Development Co-operation Agency's (AMEXCID) institutional report. The data collected corresponds to projects co-ordinated by AMEXCID itself. For other projects implemented by Mexican institutions without the co-ordination of AMEXCID, general qualitative descriptions of the projects are included. Additionally, a national registry for international development co-operation is being established with the intention of capturing and estimating the costs of programmes and projects in which Mexican institutions participate.

Honduras mentioned that it collects statistics through the Microsoft Access Database provided by the Ibero-American Programme to Strengthen South-South Co-operation (PIFCSS). For Honduras, information on triangular co-operation projects is first collected through PIFCSS, and then registered in the AID Management Platform, a tool powered by the Development Gateway, where Honduras has its own work space on south-south and triangular co-operation for institutional use. The Honduran government expects the platform to be launched for use by the general public.

Similarly, Costa Rican institutions report their triangular co-operation projects, as well as their bilateral projects, to the Ministry of National Planning and Economic Development as well as to the Ministry of Finance. All of this information can be found in the Management System of International Co-operation Projects. Consolidated reports are sent to the Ibero-American Program for the Strengthening of South-South Co-operation.

Concluding remarks on the reality: Triangular co-operation projects follow clear planning and implementation mechanisms.

Most international organisations, some providers and a few developing countries reported having a strategy, guidelines or policy frameworks. Survey respondents provided insights into the mechanisms for planning and implementing triangular co-operation projects and pointed to the challenge of finding the most effective and efficient ways of initiating a project. Most actors use bilateral co-operation mechanisms to plan and implement triangular co-operation. Joint agreements, such as MoUs, are signed in the majority of the reported cases. Funds and brokering mechanisms are used more often by international organisations than by countries.

Finding the right partnership arrangement in triangular co-operation requires time and resources, especially in the first stages of the project. Once achieved, established partnership arrangements guarantee more stability and allow for more efficient management of resources later on, which can compensate for higher initial transaction costs. Many survey respondents share financial and in-kind contributions among partners, ensuring ownership of the project. Partnership arrangements need to be underpinned with good communication and information flows. Openness about each partner's interests, benefits and strategic objectives facilitates the identification of effective management mechanisms.

Different views of triangular co-operation

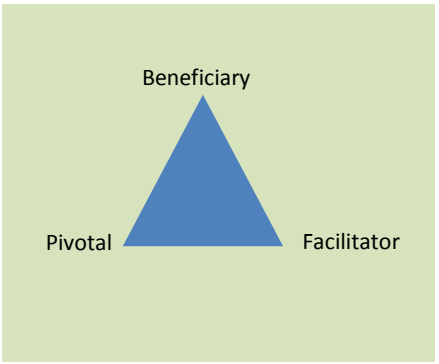
For the purposes of its surveys on triangular co-operation, the OECD has focussed on "triangular co-operation where one or more bilateral providers of development co-operation or international organisations support South-South co-operation, joining forces with developing countries to facilitate a sharing of knowledge and experience among all partners involved."

The respondents to the survey pointed to different views of triangular co-operation. Some of the countries that replied to the survey but did not provide detailed information on their triangular co-operation projects mentioned that their description of triangular co-operation differed from that provided by the OECD. For instance, the Czech Republic and several other Central European countries and Baltic States mentioned that their understanding of triangular co-operation includes collaboration with another provider partner, e.g. the European Commission, with an Eastern or Southern partner country. In this case, the south-south co-operation link mentioned in the description of triangular co-operation for the OECD survey is missing, but the three roles of facilitator, pivotal partner and beneficiary – see description below - may still be present.

The question of a definition of triangular co-operation was addressed at a Policy Dialogue on Triangular Co-operation which the OECD organised in Lisbon in 2013. At this event, the definition was kept open so as not to restrict discussion. Participants nevertheless agreed that three roles are needed for the actors involved in triangular co-operation: facilitator, pivotal partner and beneficiary (see Figure 15). They also recognised that roles can change among the actors involved. These roles can be described as:

- The **facilitator** helps to connect countries and organisations to form a triangular partnership and gives financial and/or technical support to the collaboration.
- The **pivotal partner** often has proven experience and shares its knowledge and expertise through triangular co-operation.
- The **beneficiary** is the target for the development results to be achieved by the initiative and is responsible for ensuring that results are sustainable.

Figure 12. The three roles in triangular co-operation



Several countries and organisations have developed their own understanding of triangular co-operation and these often have some common features (see Boxes 16, 17 and 18). For example, according to the Brazilian reply to the survey, the conceptual difference between the Brazilian and the OECD understanding is that the verb "support" in the OECD's description gives the impression that developing countries always demand funding and expertise from providers or international organisations to enhance south-south co-operation. At times this may be the case but there are also numerous cases where developing countries take the initiative to propose - and fund - triangular

arrangements with third partners. Many emerging and developing countries engage in triangular co-operation among themselves.

Box 16. Brazilian understanding of triangular co-operation

"Trilateral co-operation" as a development co-operation modality where one or more bilateral providers of development co-operation or international organisations **engage in co-ordinated initiatives with South-South co-operation providers,** joining forces to facilitate knowledge sharing and exchange of experience among all partners involved.

Moreover, some actors responding to the 2015 OECD survey pointed out that many regional and global projects include components or activities with a triangular nature but these are not explicitly labelled or captured as triangular co-operation. On the other hand, regional or global projects may be reported as triangular co-operation simply because they include a few components of triangular co-operation.

Box 17. The UN General Assembly's understanding of triangular co-operation

"…support provided by developed countries, international organizations and civil society to developing countries, upon their request, in improving their expertise and national capacities through triangular co-operation mechanisms, including direct support or cost sharing arrangements, joint research and development projects, third-country training programmes and support for South-South centres, as well as by providing the necessary knowledge, experience and resources, so as to assist other developing countries, in accordance with their national development priorities and strategies"[Nairobi outcome document of the High-level United Nations Conference on South-South Co-operation (A/RES/64/222)].

The projects reported in the survey illustrate that triangular co-operation is not necessarily confined to only three partners and there may be more actors involved on each point of the triangle. This leads to the question: Is there a limit to the number of partners in triangular co-operation? When does triangular co-operation with multiple actors become regional or even global co-operation? Many definitions for regional[7] or global co-operation also apply to triangular co-operation.

Box 18. The FAO's understanding of triangular co-operation

The FAO understands a project as triangular co-operation when another bilateral provider (e.g. a DAC member) contributes funds and expertise together with FAO. If FAO alone facilitates co-operation among two developing countries, it is not considered as triangular co-operation.

Another issue relates to the south-south element in some descriptions of triangular co-operation (including the OECD description used for the 2012 and 2015 surveys) which emphasise co-operation among developing countries. If a country is no longer eligible to receive official development assistance (ODA), could we still describe that country's engagement with a developing country and a member of the OECD Development Assistance Committee as triangular co-operation, if the three roles of facilitator, pivotal partner and beneficiary are all present?

[7] One definition of regional co-operation is provided by the German Federal Ministry for Economic Co-operation and Development (BMZ): "Projects and programmes, which are with more than one partner country at the same time, with regional organisations or trans-regionally operating NGOs; or which are implemented in one partner country, but have impacts in other countries as well" (BMZ, 1999: *Konzept für überregionale Vorhaben in Lateinamerika und Karibik*).

As occurred with this survey, a lack of clarity on the definition of triangular co-operation hampers analysis because some activities were not reported since the respondent did not consider that these activities were relevant. A lack of clarity could also hamper the tracking and systematic analysis of triangular co-operation. On the other hand, keeping the definition as open as possible favours experimentation with this instrument of development co-operation and enhances policy dialogue.

Conclusion

This report is structured around three "myths" about triangular co-operation and provides evidence on how 60 countries and international organisations engage in triangular co-operation in reality. The analysis draws on information on over 400 triangular co-operation projects and activities.

The OECD has now conducted two surveys on triangular co-operation, in 2012 and 2015. Comparing the findings, it is clear that triangular co-operation remains highly relevant. More project data and evaluations are now available and point to an increase in the number of projects, their budgets and durations. There is a great variety of triangular co-operation in terms of scale, scope, regions, sectors and project types. Moreover, respondents to the 2015 survey mentioned a more strategic use of triangular co-operation by pooling different actors' expertise and resources.

The **key messages** emerging from an analysis of the findings of the OECD's 2015 survey on triangular co-operation and consultations organised with policy makers and experts in Lisbon (May 2016) and Santiago de Chile (June 2016) are:

- Triangular co-operation is a relevant and strategic modality for all types of development activities.
- Triangular co-operation has a clear value added: Through triangular co-operation, the partners involved share knowledge, learn together, facilitate capacity development, collaborate and jointly create solutions to development challenges.
- Greater political attention and high-level backing – both domestically and internationally – support a more targeted use of triangular co-operation. To help triangular co-operation achieve its full potential, the partners involved should capture and communicate the value added.
- Greater visibility and awareness of triangular co-operation can dispel some myths that have been circulating. More systematic collection and analysis of information on existing triangular co-operation projects and their results will support this objective.
- Combining efforts based on complementary knowledge - as happens in triangular co-operation - is key to achieving good results and to moving the 2030 Agenda forward.
- All countries can potentially be providers, facilitators and beneficiaries of knowledge sharing in triangular co-operation. Thus, triangular co-operation transcends divides between different types of co-operation.
- Engaging in multi-stakeholder partnerships with the private sector, civil society and academia can mobilise additional resources for triangular co-operation and generate innovative solutions to development challenges.
- Linking triangular co-operation more to other development co-operation programmes, different forms of co-operation and financial instruments will support in scaling up triangular co-operation.
- Many partners in triangular co-operation have developed guidelines for triangular co-operation and signed joint agreements, e.g. MoUs. A clear strategic orientation and operational guidelines will lead to reducing transaction costs and facilitating the implementation of triangular co-operation projects.

References

Agência Brasileira de Cooperação (ABC) and Gesellschaft für Internationale Zusammenarbeit (GIZ) (2015), "Brazilian-German Trilateral Co-operation Operational Manual", Brasilia.

Abdenur, Adriana (2007), "The Strategic Triad: Form and Contents in Brazil's Triangular Cooperation Practices", International Affairs Working Paper 2007-06.

Altenburg, Tilman and J. Weikert (2007), "Trilateral Development Cooperation with 'New Donors'", German Development Institute Briefing Paper, 5/2007, Bonn.

Ashoff, Guido (2010), "Triangular Cooperation. Opportunities, risks and conditions for effectiveness", Development Outreach, Special Report, World Bank Institute, Washington D.C.

Fordelone, Talita Yamashiro (2009), "Triangular Co-operation and Aid Effectiveness", Working Paper, OECD Development Co-operation Directorate.

Honda, Shunichiro (2013), "The Approaches and Mechanisms of JICA's Triangular Cooperation: An Analysis", in: Kato, Hiroshi and S. Honda (eds.), *Tackling Global Challenges through Triangular Cooperation*, JICA Research Institute, Tokyo, pp. 101-134.

Honda, Shunichiro and M. Sakai (2014), "Triangular Co-operation Mechanism. A Comparative study of Germany, Japan, UK", JICA Research Institute, Tokyo.

Ibero-American Programme to Strengthen South-South Cooperation, PIFCSS (2015), "Guía orientadora para la gestión de la cooperación triangular en Iberoamérica", Documento de Trabajo No. 8, San Salvador.

Ibero-American General Secretariat, SEGIB (2015): Report on South-South Cooperation in Ibero-America, Madrid.

Langendorf, Julia, N. Piefer, M. Knodt, U. Müller and L. Lázaro (eds.) (2012), *Triangular Cooperation. A guideline for working in practice*, Nomos, Baden-Baden.

Nomura Research Institute, Ltd. (2013), "Evaluation of Triangular Cooperation – Summary", Third Party Evaluation Report 2012 Ministry of Foreign Affairs of Japan, Tokyo, www.mofa.go.jp/policy/oda/evaluation/FY2012/text-pdf/tc_summary.pdf

OECD (2016), *Development Co-operation Report 2016: The Sustainable Development Goals as Business Opportunities*, OECD Publishing, Paris. DOI: http://dx.doi.org/10.1787/dcr-2016-en

OECD (2013a), "Triangular Co-operation: What can we learn from a survey of actors involved?", OECD Development Co-operation Directorate, Paris.

OECD (2013b), "Triangular Co-operation: What's the literature telling us?", OECD Development Co-operation Directorate, Paris.

OECD (2010), "Boosting South-South Co-operation in the Context of Aid Effectiveness. Telling the Story of Partners involved in more than 110 Case of South-South and Triangular Co-operation", Bogota/ Paris.

Piefer, Nadine (2014), "Triangular Cooperation – The Big Bone Of Enhanced Partnerships?", Digital Development Debates, Issue 13, www.digital-development-debates.org/issue-13-post-2015-partnership--the-big-bone-of-partnerships.html

SEGEPLAN (2013), "Política de Cooperación Internacional no Reembolsable", Secretaría de Planificación y Programación de la Presidencia, Ciudad de Guatemala, Noviembre 2013.

UNECA (2011), "South-South and Triangular Co-operation and its implications for the Eastern African sub-region", United Nations Economic Commission for Africa, Addis Ababa.

Annex 1:
The 2015 OECD survey on triangular co-operation: What did it cover? Who responded?

The 2015 OECD survey on triangular co-operation covered the following topics:

- Information on triangular co-operation projects, activities and actors – see Chapter 1 of this report.
- Evaluation and motivations to engage in triangular co-operation – see Chapter 2.
- Type of development co-operation, statistics, guiding documents and mechanisms used to plan and implement triangular co-operation – see Chapter 3.

A total of 73 institutions (governments and international organisations) responded to the survey from the 203 questionnaires that were sent out (a response rate of 36%). From these replies, 60 respondents shared their practice and experience of triangular co-operation (see Table 4). Through the survey, detailed information was collected on over 400 triangular co-operation programmes, projects and activities in all parts of the world.

Table 4. The 60 respondents to the 2015 OECD survey

Countries			**International Organisations**
Argentina	France	Paraguay	African, Caribbean, and Pacific Group of States (ACP)
Armenia	Germany	Peru	Asian Development Bank (ADB)
Australia	Guatemala	Portugal	Food and Agriculture Organisation (FAO)
Austria	Honduras	Russian Federation	Inter-American Development Bank (IaDB)
Benin	Indonesia	Samoa	International Labour Organization (ILO)
Brazil	Israel	South Africa	Organisation Internationale de la Francophonie (OIF)
Burkina Faso	Italy	Spain	Pacific Islands Forum (PIF)
Cameroon	Jamaica	Sudan	Pan American Health Organization (PAHO)
Canada	Japan	Sweden	United Nations Economic Commission for Europe (UNECE)
Chile	Kiribati	Switzerland	United Nations Volunteers (UNV)
Colombia	Korea	Timor Leste	United Nations Children's Fund (UNICEF, Mexico Office)
Cook Islands	Madagascar	Tuvalu	United Nations Industrial Development Organization (UNIDO)
Costa Rica	Mexico	United Kingdom	United Nations Office for South-South Co-operation (UNOSSC)
Dominican Republic	Mozambique	Uruguay	World Food Programme (WFP)
Ecuador	New Zealand		
Fiji	Norway		

Annex 2:
The 2015 OECD survey questionnaire

SURVEY ON TRIANGULAR CO-OPERATION

Introduction

Since 2009, the OECD has been promoting dialogue and encouraging greater analysis of triangular co-operation. This work has helped to clarify what triangular co-operation is, how it is implemented and how it can be effective in promoting development.[8] *Among several other activities, the OECD conducted a survey in 2012 and gathered information from a total of 73 bilateral providers of development co-operation, international organisations and developing countries.*

There nevertheless remains an important knowledge gap on triangular co-operation. Currently, actors involved, developing countries and researchers are not able to find complete, comparable and up-to-date information on where triangular co-operation is taking place, who is involved, in what type of activities and in which sectors. In addition, there is limited evidence and knowledge sharing on how to do good triangular co-operation.

The OECD aims to help fill this knowledge gap. A first step is to conduct regular surveys with all the actors involved. The findings from this survey will be used in two pieces of analytical work which will be disseminated widely: i) a ***factsheet setting out the basic facts of triangular co-operation*** *and ii) a* ***report on practices and mechanisms for promoting triangular co-operation****. These documents will provide useful information for actors already participating in triangular co-operation as well as those planning to participate in it. They will be presented at a policy dialogue meeting, which will be an opportunity to exchange experiences on how to engage in triangular co-operation, discuss how to promote better triangular co-operation and engage in partnerships to scale-up triangular co-operation.*

WHAT DO WE MEAN BY TRIANGULAR CO-OPERATION?

There is no internationally agreed definition of "triangular co-operation". For the purposes of this survey, we are focusing on "triangular co-operation" where one or more bilateral providers of development co-operation or international organisations support South-South co-operation, joining forces with developing countries to facilitate a sharing of knowledge and experience among all partners involved. Activities that only involve several bilateral providers of development co-operation or multilateral agencies without a South-South co-operation element (e.g. joint programming, pooled funding or delegated co-operation) are NOT considered "triangular co-operation" for the purposes of this survey.

We would appreciate receiving a response from your government/organisation to this questionnaire and would be grateful if you could forward it to the relevant contact point in your administration/institution. If your country/organisation has multiple institutions or departments involved in triangular co-operation, we would appreciate receiving a consolidated response from all of them. The findings from the survey will be shared with respondents.

[8] Information on OECD activities on triangular co-operation is available at: www.oecd.org/dac/dac-global-relations/triangular-cooperation.htm

SURVEY

Country/Organisation: ……..

Title of agency/department/etc: ……

Question 1: Considering the description of triangular co-operation presented in the grey box above, how many triangular co-operation initiatives has your country/organisation participated in since 2012[9]?

Answer:

Question 2: Could you briefly describe each of these initiatives by providing the following information (please fill in one table per initiative):

Title of the initiative:		
Objective(s):		
Sector:		
Status (planned/on-going/completed):		
Start date / End date:		
Partners involved (please indicate name of each partner):	Governments:	
	International organisation:	
	Others (e.g. universities, non-governmental organisations, private foundations, private companies):	
Total budget (USD or EUR):		
Contribution of each partner:	In cash/funds, please name each partner and how much they contributed:	

[9] The OECD last conducted a survey on triangular co-operation in 2012, so this will be used as baseline year.

	In-kind, please name each partner and what they contributed (e.g. equipment):	
	Know-how and expertise, please name each partner and what they contributed (e.g. experts, training, research):	
	Others, please name each partner and provide further details:	
Contact person(s) for further information:		

Question 3: When your country/organisation participates in triangular co-operation, what type of development co-operation is used (multiple choices possible)?

[ ] Project-type interventions (*a project is understood as a set of inputs, activities and outputs, agreed with partners, to reach specific objectives/outcomes within a defined time frame, with a defined budget and a defined geographical area*)

[ ] Experts (*this covers, outside project-type interventions as described above, experts, consultants, teachers, academics, researchers, volunteers and contributions to public and private bodies for sending experts*)

[ ] Stand-alone technical co-operation (*this covers the provision, outside of project-type interventions as described above, of know-how in the form of training and research; language training; conferences, seminars and workshops; exchange visits; publications and research studies; local scholarships; development-oriented social and cultural programmes*)

[ ] Scholarships

[ ] Basket funds/pooled funding *(i.e. partners contribute funds to an autonomous account, managed jointly with one or more partners. The account will have specific purposes, modes of disbursement and accountability mechanisms, and a limited time frame. Basket funds are characterised by common project documents, common funding contracts and common reporting/audit procedures with all partners*)

[ ] Contributions to specific-purpose programmes and funds managed by international organisations (*i.e. contributions to specific programmes and funds set up by international organisations and with clearly identified sectoral, thematic or geographical focus*)

[ ] Other, please explain: ……

Question 4: How does your country/organisation plan, implement and evaluate triangular co-operation initiatives (multiple choices possible)?

[ ] Triangular co-operation is planned, implemented and evaluated using regular bilateral co-operation mechanisms.
In this case, please explain how this is done: ……

……
……
……

[ ] Specific mechanisms are developed to plan, implement and/or evaluate triangular co-operation initiatives. In this case, please indicate which specific mechanisms are used:

[ ] Brokering mechanism, please describe: ……
……
[ ] Joint agreement (e.g. partnership agreement, memorandum of understanding), please describe:
……
[ ] Operational guidelines, please describe: ……
……
[ ] Fund mechanism/budget line, please describe: ……
……
[ ] Cost-sharing arrangements, please describe: ……
……
[ ] Joint evaluations, please describe: ……
……
[ ] Other, please describe: ……
……
……

***** Would your country/organisation be willing to participate in interviews to inform a forthcoming report on practices of and mechanisms for promoting triangular co-operation?

[ ] Yes
[ ] No

Question 5: Does your country/organisation have a specific document (e.g. national law, policy, strategy, guidelines) to guide your involvement in triangular co-operation? Please list these documents below (and provide a web link, if possible).

Answer:

Question 6 ***(for providers):*** What are the main reasons for your country/organisation to engage in triangular co-operation (up to five choices possible)?

[ ] Respond to partner countries' demand for support to SSC
[ ] Capitalise on comparative advantage of SSC (expertise, technology, know-how)
[ ] Capitalise on comparative advantage of SSC (social/cultural/language background)
[ ] Capitalise on comparative advantage of SSC (costs)
[ ] Learn and share experiences with partners in SSC
[ ] Build capacity of partners in SSC to engage and manage development co-operation
[ ] Co-ordinate development co-operation with providers of SSC
[ ] Strengthen relations with providers of SSC
[ ] Strengthen relations among partners in SSC, including enhancing regional integration
[ ] Share costs with partners in SSC

[ ] Scale up successful bilateral co-operation
[ ] Replicate successful bilateral co-operation
[ ] Other, please specify: ……

Question 6 ***(for developing countries):*** What are the main reasons for your country/organisation to engage in triangular co-operation (up to five choices possible)?

[ ] Receive support from bilateral providers/multilateral agencies to carry out SSC
[ ] Learn and share experiences with bilateral providers/multilateral agencies and SSC partners
[ ] Build capacity to engage and manage SSC
[ ] Co-ordinate co-operation with bilateral providers/multilateral agencies and SSC partners
[ ] Strengthen relations with bilateral providers/multilateral agencies and SSC partners
[ ] Share costs with bilateral providers/multilateral agencies
[ ] Scale up successful bilateral co-operation
[ ] Replicate successful bilateral co-operation
[ ] Other, please specify: ……

Question 7: Does your country/organisation collect statistics on triangular co-operation? If yes, please explain how this is done.

Answer:

Question 8: Does your country/organisation evaluate your triangular co-operation? If yes, how are these evaluations carried out? Are these evaluations done in a different way from evaluation of bilateral co-operation (e.g. additional criteria used, joint evaluation)? Could you provide copies of the evaluation reports?

Answer:

Question 9: Do you have any other comments or information to share?

Answer:

Thank you for taking the time to complete this questionnaire.