



TRIANGULAR CO-OPERATION IN THE ERA OF THE 2030 AGENDA

SHARING EVIDENCE AND STORIES FROM THE FIELD



GLOBAL
PARTNERSHIP
INITIATIVE ON
**EFFECTIVE
TRIANGULAR
CO-OPERATION**

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Foreword by the OECD Secretary-General

The Second UN High-level Conference on South-South Co-operation (BAPA +40) held in Buenos Aires, 20-22 March 2019, was a historical event: 40 years after the Buenos Aires Plan of Action (BAPA) was agreed, over 150 countries came back to Argentina to show that South-South and triangular co-operation are central elements of international co-operation. Moreover, BAPA+40 was instrumental in putting into action the 2030 Agenda for Sustainable Development by calling for more and stronger partnerships with civil society organisations, research institutes, philanthropic organisations, and the private sector – just to name some partners beyond governments.

Partnerships are at the heart of the OECD's work and values. We believe that in a world where all countries and people are interconnected, the only way forward is to engage in inclusive partnerships. Triangular co-operation is such an example. It is a way to transcend binary spatial divides of 'South' and 'North', building trust and generating innovation through co-creation. Trilateral partnerships contribute to tackling some of the world's most pressing challenges, such as climate change.

In order to achieve the 2030 Agenda, horizontal partnerships, where each partner has lessons to share as well as lessons to learn – irrespective of income status or geographic location – are crucial to shaping the future of development co-operation. That is why the OECD has been working on promoting triangular co-operation as a versatile and complementary means of implementing the Sustainable Development Goals (SDGs). BAPA +40 has highlighted again that triangular co-operation complements North-South and South-South Co-operation by combining the best of both – achieving greater results than the individual sum of the parts would have yielded.

This report itself is proof of a great partnership. The OECD has been supportive of the Global Partnership Initiative (GPI) on Effective Triangular Co-operation since its founding days in Nairobi, in 2016. Together with our partners from the GPI core group, we are analysing how countries and institutions in all regions of the world conduct triangular co-operation. Most of our findings and conclusions are summarised in this report. The Islamic Development Bank is a key partner for the OECD and in the GPI, where the IsDB has contributed to scaling-up and making this a truly global initiative. In our goal to foster cross-regional global dialogue and policy exchanges on triangular co-operation, we look for new approaches, good practices and lessons learnt, hoping to contribute to better development policies for better lives.



Angel Gurría
OECD Secretary-General

Foreword by the President of the Islamic Development Bank

Since the adoption of the Buenos Aires Plan of Action for Promoting and Implementing Technical Co-operation among Developing Countries (BAPA) at the 1978 United Nations Conference in Buenos Aires, the development landscape has shifted, and international development cooperation dynamics and modalities have evolved. In March 2019, the Second High-level United Nations Conference on South-South Cooperation (BAPA +40) prominently featured Triangular Cooperation in its themes and sub-themes. The overarching theme of BAPA +40 was the Role of South-South Cooperation and the implementation of the 2030 Agenda for Sustainable Development: Challenges and Opportunities.

To further support the initiatives on South-South and Triangular Cooperation, the IsDB and the OECD, together with the members of the Global Partnership Initiative (GPI) on Effective Triangular Cooperation collaborated on the production of this publication “Triangular Cooperation in the Era of the 2030 Agenda –Sharing Evidence and Stories from the Field”.

This publication is a truly global effort. It gives voice to the inspiring experiences from 24 countries across four continents, nine international and regional organizations, and eleven representatives from civil society, private sector, philanthropy, research institutions, and sub-national actors. The IsDB and its member countries have contributed extensively to this significant publication that shares compelling evidence and experiences from the field.

The IsDB has a long-standing commitment to South-South and Triangular Cooperation. This experience in promoting South-South and Triangular Cooperation, is reflected in our mechanism called 'Reverse Linkage' that seeks to maximise the benefits derived from South-South and Triangular Cooperation and to adequately address the emerging demands of its member countries. This is reflected extensively in the publication.

The BAPA +40 Outcome Document recognizes that Triangular Cooperation is a modality that builds partnerships and trust, among all partners, and that combines diverse resources and capacities, under the ownership of the requesting developing country, to achieve the Sustainable Development Goals. It goes on to highlight the importance of context-based development solutions and agreed shared modalities. We commit to the set of Voluntary Guidelines for effective Triangular Cooperation.

Based on the key lessons and challenges that emerged from the stories from the field and the Second High-level United Nations Conference on South-South Cooperation, the IsDB is both willing and able to contribute to the implementation of South-South and Triangular Cooperation to achieve the SDGs.



H.E. Dr. Bandar M.H Hajjar,
President, Islamic Development Bank

Acknowledgements

Triangular Co-operation in the Era of the 2030 Agenda is a publication by the Global Partnership Initiative (GPI) on Effective Triangular Co-operation. It was prepared by a team led by the OECD Development Co-operation Directorate, consisting of Nadine Piefer (lead, OECD), Jeets Hargovan (Strategic Alternatives, South Africa), and Rebecca McKimm (OECD), with the extensive support and collaboration of Riad Ragueb and Abdelhakim Yessouf (Islamic Development Bank), as well as the GPI core group: Global Affairs Canada, Ibero-American Programme for the Strengthening of South-South Co-operation (PIFCSS), Islamic Development Bank (IsDB), Ryutaro Murotani and Atsushi Okada of the Japan International Co-operation Agency (JICA), Laura Elena Carrillo Cubillas, Noel Gonzalez Segura, Maria Rodriguez Dominguez and Alicia Hernandez Arriaga of the Mexican Agency for International Development Co-operation (AMEXCID), the Organisation for Economic Co-operation and Development (OECD), and the United Nations Office for South-South Co-operation (UNOSSC).

All core group members have contributed substantially to the different sections of this report, provided valuable feedback and paved the way for the GPI side event at the Second High-Level United Nations Conference on South-South Co-operation (BAPA +40) on 20 March 2019 in Buenos Aires.

This report would not have been possible without the inspiring case stories, views and experiences that were shared by 45 contributors from the larger GPI membership. Thank you very much for showing a global effort on triangular co-operation on the road towards BAPA +40. Since 2016, the GPI members have met at various international events and exchanged ideas on triangular co-operation. The outcomes of these discussions are reflected throughout the Chapters of this report.

Major contributions and comments were also received from colleagues of the OECD Development Co-operation Directorate: Ana Fernandes, Juan Casado-Asensio, Jack Taggart, Thomas Böhler, Karin Fällman, and Rachel Morris.

The report provides a snapshot of where triangular co-operation stands today, presenting extensive evidence from the field about the importance and relevance of this co-operation modality. The report has taken up new ideas and inputs during BAPA +40.

Disclaimer: The views outlined in the publication do not necessarily reflect the policy position of the GPI core group members. The GPI core group members do not make any representation or warranty as to the accuracy or completeness or otherwise of the publication, or any assumption on which the publication may be based.

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Executive summary

The Second High-Level United Nations Conference on South-South Co-operation (BAPA +40) was a great opportunity to provide more visibility for the different, and often innovative, trilateral partnerships around the globe. To do so, the **Global Partnership Initiative (GPI) on Effective Triangular Co-operation** has embarked on a journey of collecting case stories, operational tools, experiences and lessons learned from its members. The result is this report which provides inputs specific to triangular co-operation¹ into the overall theme of BAPA +40 “*The Role of South-South Co-operation and the implementation of the 2030 Agenda for Sustainable Development: Challenges and Opportunities*” as well as its four sub-themes, which will be elaborated in the following.

This report gives voice to the inspiring experiences of 45 contributors and around 100 cases show how innovative solutions to similar challenges and ideas for creative problem-solving are developed. Most importantly, they highlight how strong partnerships are built by engaging in trilateral activities. A reference to the GPI was made in the Outcome Document of BAPA +40, which provides the mandate for the GPI to actively engage in the implementation of the Buenos Aires agreements.

The state of triangular co-operation

Triangular co-operation is on the rise. It connects the continents and contributes to achieving the Sustainable Development Goals (SDGs) by making use of the complementary strengths of different partners to bring co-created development solutions.

Latin America and the Caribbean (LAC) continues to be a region highly engaged in triangular co-operation with half of the reported triangular co-operation projects in LAC, according to data collected by the OECD. The other half is increasingly multi-regional, followed by Africa, Asia-Pacific, the Middle East and Northern Africa, and Europe and the Commonwealth of Independent States (ECIS).

While governments and international organisations are still the main actors in triangular co-operation, 47% of the projects are multi-stakeholder, involving non-state actors from the private sector, civil society organisations, philanthropic institutions, and academia, as well as sub-national actors. Triangular co-operation integrates very diverse partners who base their actions on different logic and principles of co-operation.

Triangular projects respond well to the requirements of the 2030 Agenda. It has proven to be a mechanism that brings together different perspectives and incorporates the diversity and multiplicity of today’s development stakeholders. The SDGs are multi-dimensional and interrelated – the versatile model of triangular co-operation responds well to this complexity and turns challenges into opportunities.

Sub-theme 1: Comparative advantages and opportunities of triangular co-operation

Triangular co-operation does not only deliver direct development results: the collaboration can enhance the capacity of partners to tackle global challenges and to work together more strategically. By building ownership and trust between all partners from the very beginning, triangular co-operation establishes strong, horizontal partnerships that often reach beyond

¹ Throughout this report the terms ‘triangular’, ‘trilateral’ and ‘tripartite’ co-operation will be used interchangeably.

the project. These horizontal partnerships foster co-responsibility and provide a flexible approach to finding, deciding upon, implementing and learning from joint solutions.

Triangular co-operation contributes to core principles of the 2030 Agenda, such as leaving no one behind. It provides support in achieving all SDGs and cross-cutting issues, including ‘green’ topics. Triangular co-operation can mobilise additional partners, in-kind resources and funding. Consequently, it increases the volume and scope of development co-operation projects. Trilateral initiatives respond well to the challenges of certain regions by promoting complementarity and effective co-ordination. The diversity of actors in triangular co-operation leads to a greater wealth in approaches and fosters co-creation and innovation. Thus, partners in triangular co-operation could achieve greater results than the sum of their interventions would have yielded.

Sub-theme 2: Challenges and the strengthening of the institutional framework of triangular co-operation

Triangular co-operation can provide fertile ground of learning for co-operation agencies and units responsible for managing development co-operation, be they new or well established. Important elements for the institutional framework of managing development co-operation include: 1) the narrative and vision; 2) the structure; 3) the procedures; 4) power relations. How to set up institutional frameworks depends strongly on the national context, there is no ‘one-size fits all’ approach.

Triangular co-operation needs the same skills and follows the same standard procedures as any other co-operation project. However, it has a direct link to some of the skills that are gaining in relevance and importance in the changing development co-operation architecture. These include to: create and promote networks; generate and promote multi-stakeholder partnerships; promote and accelerate innovation; link the global level with national policy-making, implementation and the people; promote learning among equals and co-creation; provide flexible support through funds.

We need more evidence on how triangular co-operation works on the ground, e.g. by collecting data, reporting projects and increasing the monitoring and evaluation of projects. Strengthening reporting on a national level by collecting data and project information is crucial to inform national policymaking and strategic priorities. At the global level, reporting goes hand-in-hand with sharing knowledge, e.g. through light touch reporting and data collection. A widespread challenge is that triangular co-operation initiatives are often not labelled as such due to lacking awareness. A further challenge is that triangular co-operation initiatives as part of larger programmes and are not reported upon separately.

Sub-theme 3: Sharing of experiences, best practices and success stories of triangular co-operation

The experiences from the collected case studies point to the following successes of triangular co-operation:

- Strong in negotiation, finding innovative ideas and solutions, bringing different actors together (including non-state actors) to work on a specific problem;
- A very good approach to finding solutions in areas where there is no convincing solution yet, and where the problem needs to be closely analysed for better understanding;
- Good in scaling up experiences and approaches, adapting them to the reality and need (demand) of the beneficiary country/ies;

- Able to ease difficult situations and blockades, which can arise due to political, financial, or personnel constraint. If one partner faces constraints, the others may jump in to provide stability and accountability to the beneficiary;
- Able to deliver sustainable results due to high ownership and the involvement of many actors (multi-stakeholder approach). All actors benefit and provide at the same time (dual roles for all). Thus, trilateral constellations break up vertical relationships, foster mutual benefit and triple win-situations.

A series of success factors could be identified:

- It is crucial to align any project with the national development priorities of the beneficiary partner.
- Trilateral partnerships that build on existing bilateral experiences have proven to be especially successful and to deliver good results
- When there is openness among partners, they can test and jointly develop solutions to pressing development challenges by respecting the experiences of all partners and using each partner's complementary strengths.
- To scale-up triangular co-operation projects, communication, sharing knowledge and feedback loops among partners are key to facilitating learning from prior experience.

Overall, triangular co-operation projects follow similar steps in designing and implementing activities as other development co-operation activities. However, some activities in the project cycle differ from the processes observed in bilateral co-operation. Therefore, the GPI suggests adapting the standard project cycle to the specific case for triangular co-operation. Partnerships should develop through negotiation, particularly in the initial phases. Partners need to seek an agreement on the lessons jointly learned from the project implementation.

Sub-theme 4: Scaling up the means of implementation of the 2030 Agenda for Sustainable Development in support of triangular co-operation

The cases and experiences throughout this report show that there is a need to learn more from existing good practices and to test new approaches in order to scale up triangular co-operation in relevant sectors and regions. Lessons include that:

- Extensions over time may counter the initial project transaction costs;
- Additional phases potentially support the increase in coverage and maturation;
- Strategic partnerships harness the collective experiences towards a common goal while increasing the pool of resources;
- Scaling up triangular co-operation supports the creation of alliances to address shared global challenges;
- Partnership experiences across regions in a sector may expand to other sectors.

While the aspects outlined here do not differ from scaling-up in other co-operation forms, there are some specific opportunities and challenges for scaling-up in triangular co-operation. The first opportunity is its potential for innovation. Since triangular co-operation brings together partners, whom of which may not have had the opportunity to work together otherwise, there are many possibilities for mutual learning and inspiration.

Second, the level of negotiation in triangular co-operation is higher than in many other co-operation forms. This means that messages are regularly transmitted to other contexts and ways of thinking (e.g. from local to national government), which is essential for scaling-up. Third, the horizontal relation among the partners in triangular co-operation strengthens the ownership of all parties involved. In fact, this three-sided ownership is a key success factor for scaling-up. Finally, well-documented results throughout the project life cycle are a good basis to promote scaling-up of trilateral initiatives

The challenge of scaling-up triangular co-operation is that projects are often not visible enough to other development actors. Therefore, when scaling-up occurs, it is often coincidental. Many projects simply end before they have the chance to be scaled-up. Here, the extension in time may be crucial for scaling-up. Furthermore, scaling-up is still rarely included into project planning. This would often be necessary to create the appropriate conditions for scaling-up from the very beginning.

Challenges

Despite the good outcomes that triangular co-operation can provide, there remain some challenges that need to be tackled to make the modality more effective. These challenges include:

- the potentially higher transaction costs of trilateral initiatives;
- mainstreaming triangular co-operation into the normal set of instruments of all development stakeholders;
- clearly identifying the comparative advantages vis-à-vis bilateral or regional co-operation;
- learning lessons and improving the modality based on evaluations and project assessment;
- identifying factors that contribute to an enabling environment for triangular co-operation; and
- systematic reporting, i.e. collecting evidence on triangular co-operation projects.

Opportunities and way forward

Following BAPA+40, we expect greater awareness about the value that triangular co-operation can add to complement South-South and North-South co-operation. Against the backdrop of the 2030 Agenda, the GPI produced voluntary guidelines for effective triangular co-operation to ground the modality in effectiveness and to provide support in implementing impactful projects. The GPI is committed to support implementing the Outcome Document of BAPA +40 and continues to serve as a global platform for exchange and joint learning on triangular co-operation. The GPI remains open for new members, ideas and inspiration to tackle development challenges through triangular co-operation.

Introduction

Since the adoption of the Buenos Aires Plan of Action for Promoting and Implementing Technical Co-operation among Developing Countries (BAPA) at the 1978 United Nations Conference in Buenos Aires, international development co-operation dynamics and modalities have evolved. Today, against the backdrop of the 2030 Agenda for Sustainable Development, South-South co-operation is crucial to achieve the Sustainable Development Goals. Triangular co-operation², which complements South-South and North-South co-operation, creates horizontal coalitions around the pursuit of shared development goals. As such, triangular co-operation is a transformative modality that builds on the complementary strengths of different development partners to bring innovative and flexible solutions that address fast-changing development challenges.

In 2019, the Second High-level United Nations Conference on South-South Co-operation (BAPA +40) prominently featured triangular co-operation in the Conference agenda and the Outcome Document (Article 28). The overarching theme of BAPA +40 was *The Role of South-South Co-operation and the implementation of the 2030 Agenda for Sustainable Development: Challenges and Opportunities*. The four sub-themes of BAPA +40 were:

- Sub-theme 1: Comparative advantages and opportunities of South-South co-operation;
- Sub-theme 2: Challenges and the strengthening of the institutional framework of South-South co-operation and triangular co-operation;
- Sub-theme 3: Sharing of experiences, best practices and success stories;
- Sub-theme 4: Scaling up the means of implementation of the 2030 Agenda for Sustainable Development in support of South-South co-operation and triangular co-operation.

Linking BAPA of 1978 with the 2030 Agenda invites the international community to re-think the global development co-operation architecture, acknowledging that all countries have expertise to offer and all countries can learn from the experiences of others.

In this spirit, the Global Partnership Initiative (GPI) on Effective Triangular Co-operation provides a platform for exchange of experiences, challenges and tools to work more effectively in triangular co-operation³. As a result of its work, the GPI advanced a set of Voluntary Guidelines, grounded in evidence and the findings of this report, to help make triangular co-operation more effective.

² Throughout this report the terms ‘triangular’, ‘trilateral’ and ‘tripartite’ co-operation will be used interchangeably.

³ The GPI was founded in 2016 in Nairobi and it is spearheaded by a core group consisting of Mexico, Canada, Ibero-American Programme for the Strengthening of South-South Co-operation (PIFCSS), Islamic Development Bank, Japan, Organisation for Economic Co-operation and Development (OECD), and the UN Office for South-South Co-operation (UNOSSC). Since then, 51 additional countries, international organisations, civil society organisations, representatives from the private sector, and research institutions have joined the GPI and contributed to its three work streams: advocacy, analytical and operational.

The GPI members regarded BAPA +40 as a unique opportunity to promote triangular co-operation as one way to achieve the 2030 Agenda. Triangular co-operation complements South-South and North-South co-operation, yet it is often regarded as a niche activity. This report is only the beginning of sharing evidence and field stories of trilateral projects. There is a need to both continue building the evidence base and to systematically learn about the results of triangular co-operation. We invite all countries and institutions to share information on their projects, for instance through the OECD's online project repository.

To provide more visibility for the different, and often innovative, trilateral partnerships around the globe, the GPI embarked on a journey of collecting case stories, operational tools, experiences and lessons learned from its members. The result of this journey is this report for which the GPI received inputs from 45 contributors (see list of contributors) and over 100 cases. The aim of this report is to feed evidence specifically on triangular co-operation into the four sub-themes of BAPA +40 and to expand the evidence base of different approaches to triangular co-operation.

Chapter 1 provides an overview of the current state of triangular co-operation, based on data contributed by GPI members, the Ibero-American General Secretariat and through the OECD online project repository. We can clearly see that triangular co-operation is on the rise and that it contributes to achieving all Sustainable Development Goals (SDGs).

Sub-theme 3 of BAPA +40 inspired Chapter 2. Here, we share experiences, good practices and success stories of triangular co-operation. To do so, we chose to focus on the different steps of the project cycle and identify specificities of this modality.

The previous Chapters pave the way to identify comparative advantages and opportunities of triangular co-operation (sub-theme 1 of BAPA +40) by looking at its value added in Chapter 3.

Chapter 4 attempts to shed light on some of the challenges and opportunities to strengthen the institutional framework for triangular co-operation (sub-theme 2 of BAPA +40). It looks at how institutions, i.e. agencies or units responsible for managing development co-operation, are strengthened through the exchanges and learning processes in triangular co-operation. Reporting is crucial to learning about this modality and to make full use of its opportunities and to address the challenges. Finally, this Chapter looks at different ways of mainstreaming triangular co-operation into the regular set of instruments of all development partners, e.g. by following a typology of give good practices.

Given the extent of interesting cases of multi-stakeholder trilateral partnerships submitted for this report, Chapter 5, is dedicated to the experiences and lessons from triangular co-operation projects that partner with the private sector, civil society, philanthropic institutions, academia, and sub-national actors.

In Chapter 6, we take up the fourth sub-theme of BAPA +40 and propose ways to scale up the means of implementation of the 2030 Agenda in support of triangular co-operation.

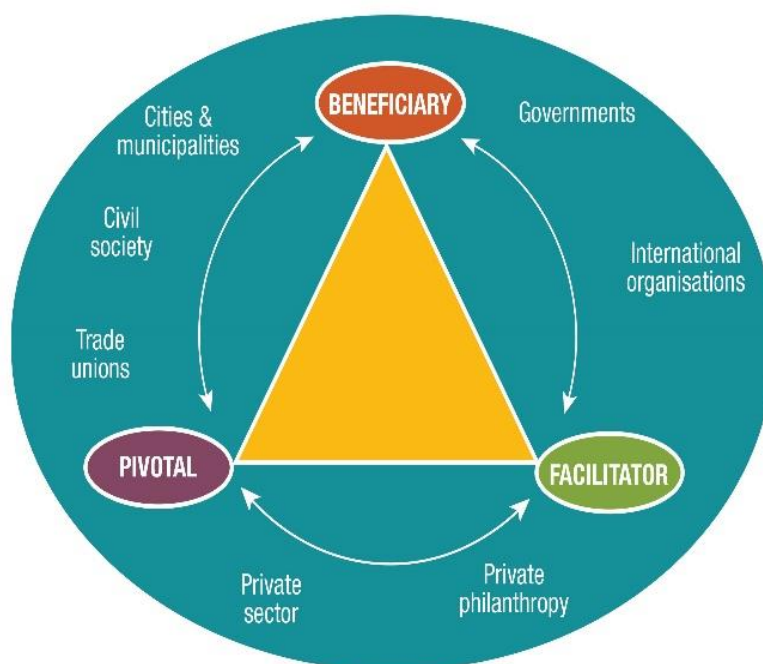
Finally, based on the work of the GPI and our experiences in putting this report together, we provide ideas on the future of triangular co-operation and follow-up activities to support the decisions at BAPA +40 in Chapter 7.

Based on a regional and thematic balance, cases are portrayed in each chapter to underline key messages whilst further cases are provided in the annex for additional information.

Chapter 1. Triangular co-operation at a glance

In the past, the common understanding was that triangular co-operation needed to include a provider of South-South co-operation, a beneficiary partner and a provider of North-South co-operation, or an international organisation. The GPI works on the assumption of a contemporary approach to triangular co-operation, which includes new development actors and working methods. As such, effective triangular co-operation may also be multi-stakeholder, and include governments alongside international/multilateral organisations, civil society, the private sector, academia and others. Triangular co-operation is based on the assumption that three roles are needed for an activity to be considered triangular, namely: (a) a beneficiary partner, (b) a pivotal partner, and (c) a facilitating partner. There may be several actors for each role, at each edge of the triangle, and roles may change over the life cycle of a project. All partners share knowledge and expertise, often encouraging innovation and co-creation through mutual learning, which can eventually lead to mutual benefits. The relationship among the various stakeholders is graphically represented in the Figure 1.1.

Figure 1.1. Three roles in triangular co-operation



Source: Visualisation based on discussions in the GPI

For instance, in the example of Morocco and Costa Rica as dual pivotal and beneficiary partners, with Germany as the facilitator, roles change and every partner is ultimately a beneficiary of the project (see Box 1.1).

Box 1.1. Case Story: Morocco, Costa Rica, Germany

The beneficiary partner usually solicits support to tackle a specific development challenge, while the pivotal partner provides expertise and other resources, and the facilitator helps connect all partners, supporting the collaboration financially and technically. In the project Improving the Management and Sustainable Use of Forests, Protected Areas and Watersheds (2013-2016), Morocco and Costa Rica, with support from Germany, implemented a number of pilot projects that aimed to improve watershed management, to prevent forest fires and to protect biodiversity. Costa Rica implemented two pilot projects to improve watershed management, based on the Moroccan experience. Morocco implemented two projects in national parks and adopted Costa Rica's system of payment for environmental services to design a financing system and a collaboration association to tackle forest issues. Germany, on the other hand, provided knowledge of bilateral co-operation in the management process and offered organisational and methodological impulses. All partners contributed financially in equal measure.

Source: Case story shared by the Ministry of National Planning and Political Economy (MIDEPLAN) of Costa Rica and by Germany.

Highlighting that today's triangular co-operation goes beyond government-to-government interactions, the case in Box 1.2 shows a triangular co-operation among trade unions who take up the respective roles of beneficiary, pivotal and facilitator.

Box 1.2. The International Trade Union Confederation (ITUC) as a facilitating partner

The following example shows how the ITUC- the world's largest international trade union organisation - acts as facilitator in connecting trade unions from Brazil and several countries of the North as pivotal partners with the beneficiary - Haiti. The office of the International Labour Organisation in Costa Rica is also partnering in this initiative and besides that, it is a triangular co-operation project among civil society actors who take up the same roles as in triangular projects with governments. Since 2011, the Trade Union Confederation of the Americas (regional expression of the ITUC) has supported the Haitian Trade Union Movement by moving away from the previously North-led trade union co-operation with Haitian workers, which lacked co-ordination, and merging the co-operation partners into a single triangular co-operation project. Trade unions from both the North and the South now follow the post-earthquake reconstruction plan defined by the Haitian trade unions, with the help of ITUC's co-ordination. Despite the unstable and complex national circumstances, the Haitian Trade Union Movement has managed to organise 17 000 workers in different sectors and set up a mechanism for consolidating united action, spreading information on labour rights, and providing mechanisms in case of violations.

Source: Case story shared by the International Trade Union Confederation (ITUC).

Triangular co-operation is on the rise. Data collected by different organisations, such as the Ibero-American General Secretariat (SEGIB) and the Organisation for Economic Co-operation and Development (OECD) confirms this trend over the past ten years. Much of the analysis in this chapter relies on data that has been voluntarily shared with the OECD by 75 countries, international organisations, civil society organisations, private sector, academia and sub-national actors. It cannot provide an exhaustive view of triangular co-operation and cannot be accurate, as not all countries shared information or shared the same granularity of information. Rather, it provides a first glimpse of where triangular co-operation stands today. Data collection started in 2012, but some projects date back to the early 2000s. The data is available at the OECD's online project repository (OECD, 2016^[1]).

Against this backdrop, this chapter provides a brief overview of the geographic distribution and main actors in triangular co-operation (Chapter 1.1), the key sectors and contributions to the SDGs (Chapter 1.2), and project budgets and durations (Chapter 1.3).

Box 1.3. Triangular Co-operation in Ibero-America

The Ibero-American General Secretariat (SEGIB) has been publishing its Report on South-South Co-operation in Ibero-America since 2007. Based on ten years of data and experiences, the SEGIB published a special edition and commemorative book entitled 'A decade of South-South Co-operation in Ibero-America'.

SEGIB has been accumulating experience and evidence-based knowledge that provides the basis for a unique narrative about South-South Co-operation in the Ibero-American region. In fact, SSC has been characterised, systematised, and analysed by SEGIB during this long period which has enabled it to identify the key tendencies of SSC over the last decade. As an example, we can confirm the leading role of our region in the renewed growth and attention that SSC is receiving. In fact, between 2006 and 2015, our region's countries have participated in 7 375 SSC programmes, projects, and activities. In terms of the modalities recognised in Ibero-America, we can add that eight of every ten such initiatives (a total of 6 071) took place under bilateral SSC, while around a thousand (969) were articulated as triangular co-operation, and the rest (333) were regional.

We can confirm another key trend: the growing importance and the strengthening of triangular co-operation. As a matter of fact, the figures from the latest Report on South-South Co-operation in Ibero-America confirm that our region's countries implemented 137 triangular co-operation projects and activities in 2016, an aggregate outcome which has more than doubled over the last decade. As pivotal partners, we can find half (11) of the Latin American countries – in particular Brazil and Chile – leading this participation, whom transfer their skills through their participation. Meanwhile, eight countries, including Germany and Spain, and 12 international organisations of the United Nations System, partnered in most of the 100 triangular co-operation projects as second providers. Finally, all 19 Latin American countries acted as recipients in a triangular co-operation project, either individually or together with other partners. Indeed, the most common situation (18% of the cases) was to have several countries simultaneously participating as recipients. On an individual basis, El Salvador and Paraguay were the most active countries.

Authors: Silvia Lopez and Cristina Xalma, Ibero-American General Secretariat (SEGIB).

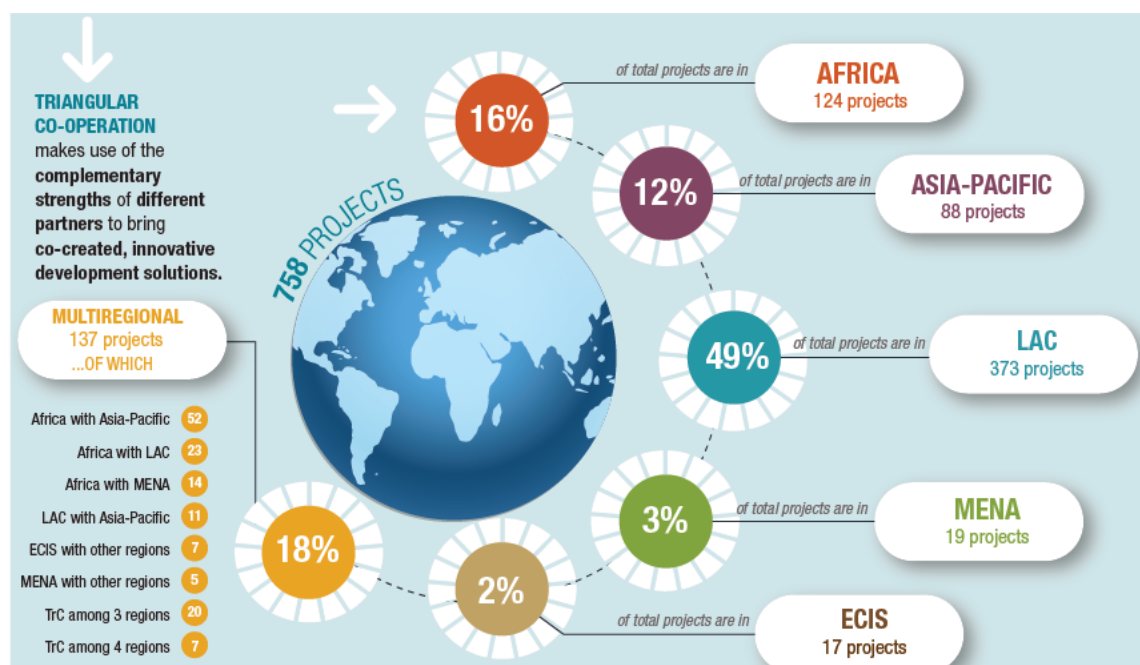
To help make triangular co-operation more effective along a contemporary understanding, the GPI has advanced a set of Voluntary Guidelines for Effective Triangular Co-operation (Box 1.4).

Box 1.4. Voluntary guidelines for effective triangular co-operation

1. **Country ownership and demand-driven co-operation:** Triangular co-operation should be undertaken with the ownership of partner countries and aligned with their national priorities, as well as those of the 2030 Agenda for Sustainable Development;
2. **Shared commitment:** Partners agree to participate and share responsibility with regard to identification, design, implementation, contribution, monitoring, and evaluation;
3. **Focus on results-oriented approaches and solutions:** All partners commit to achieving agreed upon results, as well as to demonstrating and systematising results;
4. **Inclusive partnerships and multi-stakeholder dialogues:** Responding to the needs and objectives of all parties, partners aim to involve multiple actors with a view to foster knowledge-sharing; and to find sustainable development solutions;
5. **Transparency and mutual accountability:** All partners are accountable for commitments made and agreed. They agree to share information on their triangular co-operation activities in accordance to the standard to enable monitoring, evaluation and accountability;
6. **Innovation and co-creation:** Through new and existing partnerships, intelligent risk-taking, evidence-based policy and programming, technology, and flexible approaches to locally-driven innovative solutions, with a view to improving development results;
7. **Joint-learning and knowledge-sharing for sustainable development:** Through horizontal exchanges and co-creation of development solutions, all partners mutually benefit from sharing their knowledge, capabilities and strengths;
8. **Advance gender equality and the empowerment of women and girls:** Triangular co-operation should contribute to gender equality in its multiple dimensions as a way to accelerate sustainable development progress;
9. **Leaving no one behind:** Triangular co-operation furthers inclusive multi-stakeholder partnerships, including those that provide support to the most vulnerable.

1.1. Triangular co-operation connects all regions and is increasingly multi-stakeholder

Figure 1.2. Regional distribution of triangular projects



Source: Visualisation based on projects shared in the OECD online project repository⁴

Figure 1.2 shows that the majority of triangular projects reported to the OECD are implemented in Latin America and the Caribbean, followed by sub-Saharan Africa, Asia-Pacific, the Middle East and North Africa⁵ and in Europe and the Commonwealth of Independent States (ECIS). We must acknowledge, however, that this is only a partial view of the triangular co-operation activities that are implemented globally, as they depend on voluntary reporting and not all countries have shared information on their projects.

Of the total number of projects collected in the OECD project repository for triangular co-operation from 2012 onwards, 66% are provided by governments, 20% by international organisations (IOs) and the remaining 14% are jointly provided by one or more governments and one or more IOs. Based on data collected by the OECD, the countries most active in triangular co-operation are Germany, Chile, Mexico, Guatemala, Spain, Japan, Brazil, United States, Colombia and Costa Rica, with 64 to 135 activities each. The most active IOs are the United Nations Development Programme (UNDP), the OPEC Fund for International Development (OFID), the European Union, the Islamic Development Bank (IsDB) and the Pan-American Health Organisation (PAHO), with 19 to 41 activities each. Table 1.1 provides a more detailed breakdown of triangular co-operation actors and the number of activities that they have been, and in some cases still are, involved in.

⁴ <http://www.oecd.org/dac/dac-global-relations/triangular-co-operation-repository.htm>

⁵ See Casado-Asensio and Piefer 2018.

Table 1.1. Number of triangular co-operation projects by actor

No. of TrC Projects	Actors
> 100	Germany, Chile, Mexico
Between 50 and 100	Japan, Guatemala, Spain, Brazil, Colombia, United States, Salvador, Costa Rica, Dominican Republic, Kenya, Peru, Bolivia, India, Norway, Honduras, Indonesia, Uganda
Between 40 and 49	Tanzania, Mozambique, Niger, Argentina, China (People's Republic of), Ethiopia, Paraguay
Between 30 and 39	Nicaragua, Guinea, Ecuador, Thailand, United Kingdom, Cambodia, Uruguay, South Africa, Nepal
Between 20 and 29	Ghana, Malawi, Panama, Sudan, Haiti, Bangladesh, Burkina Faso, Zambia, Cuba, Nigeria, Senegal, Myanmar, Morocco, Tunisia, Viet Nam, Benin
Between 10 and 19	Madagascar, Mali, Egypt, Lao PDR, Philippines, Italy, Malaysia, Rwanda, Switzerland, Turkey, Afghanistan, Canada, Zimbabwe, France, Israel, Timor-Leste, Belize, Burundi, Jordan, Gambia, Pakistan, Sri Lanka, Togo, Palestine, Yemen, Australia, Cameroon, Mauritania, Namibia, Czech Republic, Suriname
Between 5 and 10	Belgium, Guyana, Kazakhstan, Kyrgyzstan, Algeria, Djibouti, Jamaica, Lesotho, Saudi Arabia, Uzbekistan, Angola, Armenia, Austria, Azerbaijan, Botswana, Chad, Fiji, Gabon, Iraq, Kiribati, Liberia, Libya, Mongolia, Samoa, Somalia, South Sudan, Albania, Cote d'Ivoire, Netherlands, Russia, Sierra Leone, Singapore, Tobago, Bhutan, Cabo Verde, Central African, Georgia, Iran, Lebanon, New Zealand, Papua New Guinea, Qatar, Syrian Arab Republic, Venezuela
Between 1 and 4	Bahamas, Brunei, Comoros, Cook Islands, Oman, Portugal, Serbia, Seychelles, Sweden, Tajikistan, Tonga, Turkmenistan, Barbados, Democratic Republic of the Congo, Equatorial Guinea, Eritrea, Finland, Guinea-Bissau, Hungary, Maldives, Marshall Islands, Mauritius, Micronesia, Moldova, Sao Tome, Solomon Islands, United Arab Emirates, Vanuatu, Bosnia and Herzegovina, Anguilla, Bahrain, Croatia, Denmark, Kuwait, Nauru, Palau, Poland, Saint Lucia, Swaziland, Tuvalu, Ukraine, Antigua and Barbuda, Belarus, Republic of Congo, Estonia, Greece, Grenada, Latvia, Lithuania, Macedonia, Monaco, Montserrat, North Korea, St. Kitts and Nevis, Grenadines, Slovenia, Korea, Virgin Islands

Note: List according to number of triangular projects that each country is involved in. Based on data voluntarily reported to the OECD since 2012.

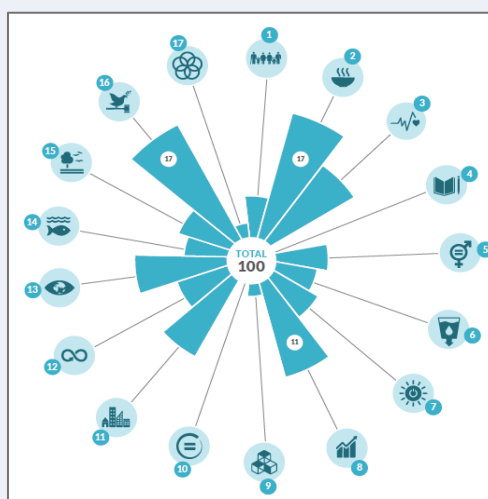
Triangular co-operation is increasingly multi-stakeholder. While governments and international organisations (IOs) are still the main actors in triangular co-operation, the engagement of non-state actors is on the rise (see also Chapter 5). The Agenda 2030 signalled to non-state actors that their involvement in development co-operation is crucial for the fulfilment of the SDGs. Not only civil society organisations (CSOs), academia and the private sector, but also philanthropies, regional and local governments, are actively encouraged to contribute to triangular co-operation in order to mobilise further resources (expertise, finance, human resources) and to more effectively implement existing and locally driven projects. Almost half of the projects reported to the OECD (47%) are supported by partners beyond governments and IOs, with 36.5% of these involving academia and research institutes, closely followed by CSOs (30.6%), the private sector (20.3%), philanthropic institutions (6.5%) and sub-national actors (6.2%). These non-state actors also work together on triangular projects: 13% of the projects implemented with non-state actors involve partners from two or more fields (be they civil society, academia, the private sector, international philanthropy or sub-national actors). Of these, 21% are between civil society organisations and academia or research institutes, 21% are between CSOs and the private sector, and 22% are between the private sector and academia. These engagements reflect the diversity of stakeholders in triangular co-operation, as well as the necessity to draw expertise from various fields for triangular projects to be more successful and effective.

1.2. Triangular co-operation contributes to all SDGs

Box 1.5. Triangular co-operation and the Sustainable Development Goals (SDGs)

Figure 1.3 shows which SDGs the 100 triangular co-operation projects that were carried out in Ibero-America in 2016 contribute towards.

Figure 1.3. Contribution of triangular co-operation projects to the SDGs in the year 2016

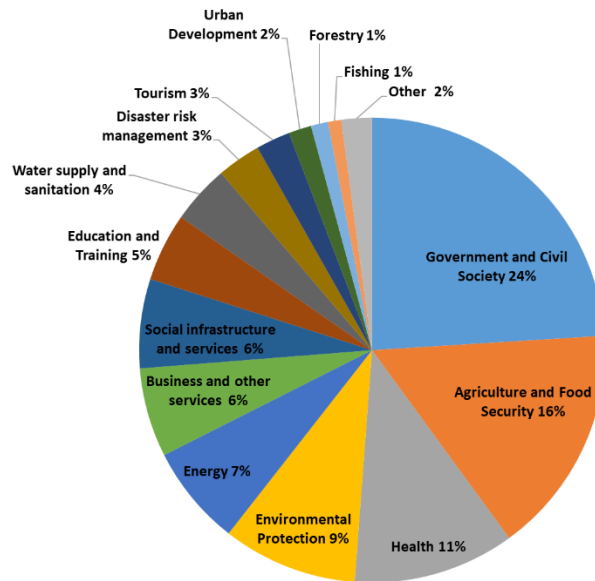


Source: (SEGIB, 2018, pp. 66-149^[2])

The Ibero-American triangular co-operation projects mainly addressed SDG 2 (Food Security, Agricultural Sustainability and Productivity), and SDG 16 (Institutional Strengthening and Promotion of the Rule of Law) were the SDGs that these projects mainly addressed, followed by SDG 8 (Decent Work and Economic Growth) and SDG 3 (Good Health and Well-Being). Meanwhile, another 18% of the projects contributed in equal measure to SDGs 11 (Sustainable Cities and Communities) and SDG 13 (Climate Action). Climate action is closely linked to SDG 14 (Life Below Water) and SDG 15 (Life on Land). Therefore, if the projects that benefited these three SDGs are added to the mix, it can be argued that 16% of the initiatives in 2016 were strongly geared towards the environment. Finally, the last 20% of the projects were distributed among the remaining seven SDGs (5, 7, 12, 1, 6, 9 and 17).

Authors: Silvia Lopez and Cristina Xalma, Ibero-American General Secretariat (SEGIB).

The OECD data point to similar findings on a global scale as those illustrated in Box 1.5. The main sectors were: Government and civil society (24%), agriculture and food security (16%), health (11%), environmental protection (9.4%), and energy (7%). Interestingly, the majority of multiregional projects focus on agriculture and food security (24%), rather than government and civil society (17%), see Box 1.5. Overall, 29% of the reported projects contribute to achieving ‘green’ goals, meaning that these triangular co-operation activities target local environmental issues, such as tackling water pollution or enhancing air purity, as well as global environmental goods, such as adapting and mitigating climate change, stopping biodiversity loss or desertification.

Figure 1.4. Percentage of projects by sector

Source: Based on data voluntarily reported to the OECD since 2012.

Box 1.6. Multiregional project focusing on agriculture and food security

The International Fund for Agricultural Development (IFAD), the Islamic Development Bank (IsDB) and the United Nations Office for South-South Co-operation (UNOSSC) are supporting a cross-regional triangular co-operation project that seeks to address the challenges of rising food insecurity, rural poverty and the growing demand for water resource management by further advancing technical co-operation and exchanges among selected countries across the Near East, North Africa, Central Asia and Europe. The countries involved are Algeria, Hungary, Kazakhstan, Kyrgyzstan, Morocco, Sudan, Tunisia, Turkey and Uzbekistan. This IFAD/ UNOSSC initiative benefits from South-South and Triangular Co-operation (SSTC) to leverage knowledge-sharing and best practices among participating countries. The project has three main objectives:

- To successfully transfer innovative solutions in water preservation technologies, the cultivation of water-efficient crops, and cattle breeding;
- To create more favourable policy and institutional spaces to scale up (i.e. replication, adaptation or expansion) successful solutions in agricultural production and income generation;
- To facilitate South-South knowledge exchange based on documented successful solutions and methodologies, as well as through online access to relevant home-grown expertise and solutions.

Source: (United Nations Office for South-South Cooperation, 2018^[3])

1.3. Triangular co-operation provides low-cost, flexible and adapted solutions

Based on the triangular co-operation projects reported to the OECD, 49% have a life span between two and four years. Another 27.3% lasted less than two years, 21% lasted between five and ten years, while only 2% lasted more than ten years. Interestingly, in triangular co-operation, longer projects do not necessarily equate to larger investments: only 4% of triangular projects lasting more than four years have a budget above USD 5 million.

Table 1.2. Number of projects by duration

Project duration	Number of projects	%
< 12 months	97	14.3%
Between 12 and 24 months	88	13%
Between 25 and 48 months	332	49%
Between 49 and 132 months	146	21.5%
> 132 months	15	2.2%
Total	678	100%

Note: Based on data voluntarily reported to the OECD since 2012. No data was available for 80 projects.

Of the projects for which budget information was provided (570 projects), costs were shared in 43% of cases, while 68% of reported projects had a budget below USD 1 million (see Table 1.5).

Table 1.3. Number of projects by budget

Budgets	Number of projects	%
< USD 100 000	133	23%
Between USD 100 000 and 500 000	144	25%
Between USD 500 000 and 1 000 000	116	20%
Between USD 1 000 000 and 5 000 000	133	23%
Between USD 5 000 000 and 10 000 000	18	3%
> USD 10 000 000	33	6%
Total	577	100%

Note: Based on data voluntarily reported to the OECD since 2012. No data was available for 181 projects.

Box 1.4 similarly exemplifies that in triangular co-operation, small funds can vary far, thus showing that triangular co-operation is a cost effective and versatile co-operation modality.

Box 1.7. Example of small funds going far

The *Persea Americana Mill* project between Mexico, Chile and Cuba (2016-2018) contributed to developing the technical capabilities of Cuba's production sector, to improve the production and increase the exportation of avocado. With a budget between USD 100 000 and 500 000 it was implemented between 2016 and 2018.

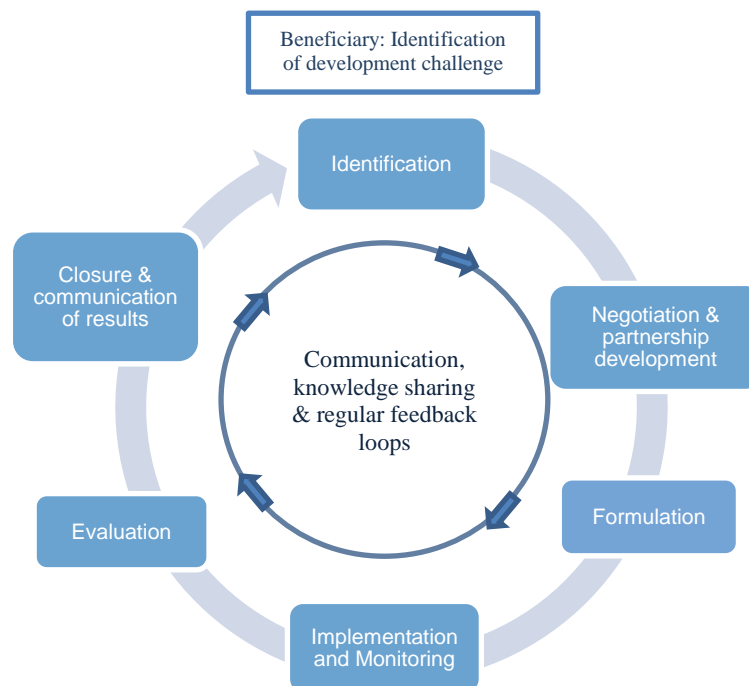
Source: Based on a case story shared by the Mexican Agency for International Development Co-operation (AMEXCID) and the Chilean Agency for International Development Co-operation (AGCID).

Chapter 2. Sharing experiences, good practices and success stories of triangular co-operation in line with the project cycle

The preamble to the 2015 UN Resolution *Transforming our World: the 2030 Agenda for Sustainable Development* (SDGs/2030 Agenda) commits all signatories on the path towards sustainable development to "win-win" co-operation that will bring huge gains to all countries and all parts of the world (United Nations General Assembly, 2015^[4]). As noted in the introduction, triangular co-operation is a transformative modality that builds on the complementary strengths of different development partners. Additionally, triangular co-operation encourages matching demand and partnership development as the primary steps in establishing new triangular co-operation initiatives.

This section presents experiences and good practices in managing triangular co-operation projects⁶. All development co-operation projects follow similar steps in designing and implementing activities. Some steps in the project cycle differ from the processes observed in bilateral South-South, or North-South co-operation, others remain the same. Moreover, choosing to apply the project cycle format can help overcome different programmatic and management approaches. The GPI suggests adapting the standard project cycle to the specific case for triangular co-operation. It considers the importance of partnership development through negotiation, particularly in the initial phases (see Figure 2.1).

Figure 2.1. Triangular co-operation project cycle



Source: Adapted from (UNICEF ; ABC, 2017, p. 17^[5])

⁶ With inputs from Juliana Dei Svaldi Rossetto.

Adopting the revised project cycle format can help overcome different programmatic and management approaches. The Ibero-American Programme for the Strengthening of South-South Co-operation (PIFCSS by its acronym in Spanish) has developed and adopted Management Guidelines for implementing Triangular Co-operation in Ibero-America. An overview of these guidelines and their implications for triangular co-operation is included in Box 2.1.

Box 2.1. Practices and tools for the management cycle phases of a triangular co-operation project

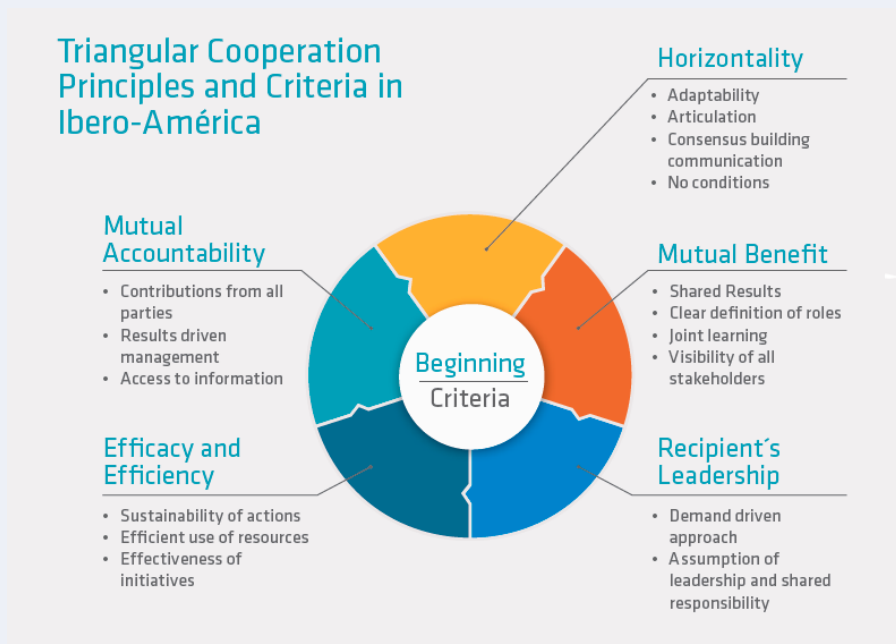
Proposal from the Management Guidelines for Implementing Triangular Co-operation in Ibero-America

The Management Guidelines for Implementing Triangular Co-operation in Ibero-America were elaborated by the Ibero-American Programme for the Strengthening of South-South Co-operation (PIFCSS) in collaboration with experts from all of its member states. The Guidelines responded to the need of the Ibero-American institutions that are responsible for managing international co-operation to jointly define a general framework for the management of triangular co-operation interventions.

The Guidelines propose a series of principles that were jointly identified by the member states. The basic principles for triangular co-operation recognised by the Ibero-American countries are: horizontality, mutual benefit, recipient leadership, efficiency, effectiveness and mutual accountability. The principles serve as guidelines to public policies. However, for them to be realised, their operationalisation requires concrete patterns of action. This indicates the importance of establishing operative criteria that are derived from the five aforementioned principles.

By working collectively to improve the approach to, and management of, triangular co-operation, the member states concretely identified the following 16 criteria (or patterns of action): Adaptability, articulation, access to information, contributions of all parties, joint management learning, no conditions, consensus building communication, clear definition of roles, effectiveness of initiatives, efficient use of resources, demand-driven approach, shared management by results, recipient leadership, shared results, sustainability of actions and visibility (see Figure 2.2).

Figure 2.2. Triangular co-operation principles and criteria in Ibero-America



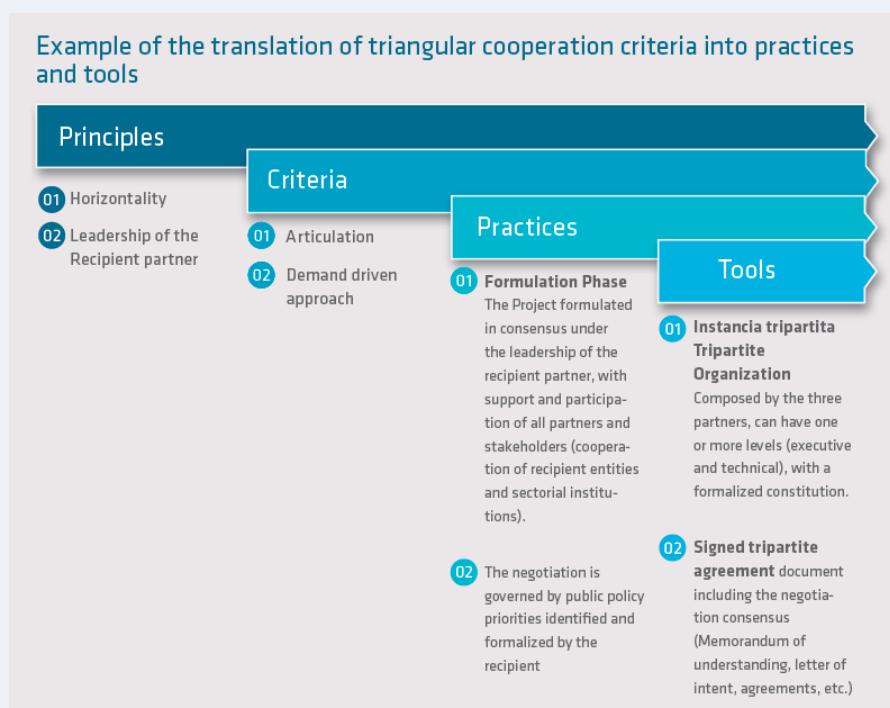
Taking into account the different roles and each partner's distinctive responsibilities, the management guidelines propose a series of practices and concrete tools that guide the management of triangular co-operation in each phase of the project cycle.

The phases of a triangular co-operation project cycle are identified as: i) Identification, ii) Negotiation and Formulation, iii) Implementation and, iv) Evaluation. Follow up and monitoring are complementary to these phases. Each phase is associated with concrete practices and tools, directly related to the criteria and principles identified for triangular co-operation by the Ibero-American region.

For instance, for the criterium "articulation and demand-driven approach", the practices and tools (one for each criterium) correspond to the phases "formulation" and "negotiation," and are some of the many possible practices and tools that can be used. In fact, 11 practices and 8 possible tools have been identified for the negotiation phase.

In order to concretise the practices, the proposed tools have been classified in three types according to their scope: governance tools (necessary for the project management); procedure tools (the necessary form and procedures that ensure the proposed practices), and; instrumental tools (the instruments that support or on which the proposed practices are based for execution). Figure 2.3 shows the aforementioned example of the translation from the triangular co-operation criteria to the related practices and tools.

Figure 2.3. Translation of triangular co-operation criteria into practices and tools



Author: Daniel Castillo, Ibero-American Programme for the Strengthening of South-South Co-operation.

Triangular co-operation assists in building ownership and accountability amongst the various stakeholders. Triangular co-operation projects are more effective if they are jointly planned, implemented, monitored and followed up by all partners. The more partners and administrations with different bureaucratic and national cultures and requirements that are involved in a project, the more co-ordination is needed. This in turn leads to higher transaction costs. This issue often influences the decision to not engage in triangular co-operation. However, little evidence exists on the relation between transaction costs and results.

The proposed project cycle approach starts with the beneficiary country identifying the development challenges – the demand for support, followed by matching this demand by involving the right partners. This is the identification phase (Chapter 2.1). Chapter 2.2 then focuses specifically on partnership development and negotiation, and Chapter 2.3 unpacks complementary and flexible approaches in the formulation phase. These approaches guide both implementation and monitoring which is unpacked in Chapter 2.4. Programme and project evaluation and the requisite follow-up is covered in Chapter 2.5. The voluntary guidelines for effective triangular co-operation are dealt with separately in Chapter 1. This chapter concludes with crosscutting processes, with a focus on knowledge sharing and feedback loops (Chapter 2.6).

2.1. Phase 1: Identification – matching demands

The purpose of the identification phase is to evaluate programme or project concepts and to make a choice in line with pre-determined strategic objectives of the beneficiary partner. Incentives for collaboration are diverse and there are many ways to initiate triangular co-operation projects. For instance, the Islamic Development Bank has developed and adopted a policy and a framework to specifically address triangular co-operation, called ‘Reverse Linkage’, that is integrated into their programme life cycle approach (Islamic Development Bank, 2018_[6]).

Often the beneficiary initiates the process by identifying solutions to similar development issues in other countries, in line with its national development strategies. It then approaches a potential partner (which corresponds to a pivotal and/or facilitating partner in the nomenclature adopted within this document) and they jointly assess the way forward (Brazilian Cooperation Agency, 2017b_[7]; 2017a_[8]). In other cases, the decision to opt for triangular co-operation arises from the need to co-create a new solution in an innovative manner by bringing together different perspectives and experiences. Many successful triangular co-operation projects are based on bilateral South-South or North-South Co-operation and then scaled up to involve a third partner who brings in expertise or resources that the other two were lacking earlier. All three (or more) partners see an advantage in the co-operation, the impetus for which ideally comes from the technical level and is backed by the political level (BRICS Policy Center, 2017_[9]). It is important to co-ordinate and embed trilateral initiatives within the overall framework for sustainable development of the beneficiary partner/s.

Colombia shared an example where its demand for expertise in addressing the challenge of demining their national territory (Descontamina Colombia) following the signature of the agreement for the termination of the conflict with the FARC-EP and the overall process of stabilisation and territorial consolidation, was matched by finding the right partner from a country with a similar experience, Cambodia. The successful match was made through the facilitation of Japan who had worked in a bilateral project with Cambodia on demining before. In order to achieve this, it was necessary to build on the experience of a country that had undergone similar challenges. The facilitator, Japan in this case, contributed to the capacity building of the pivotal partner - the Cambodian Mine Action Centre (CMAC) as a Centre of Excellence - so that CMAC could share its knowledge with countries in similar situations.

This constellation of partners added value to the beneficiary and it ensured smooth project implementation. The project is in line with the national development priorities of Colombia and the demand was formulated jointly by the Ministry of Foreign Affairs and Descontamina Colombia. The willingness to share their experience in this area makes Cambodia a valuable ally for Colombia. The government of Japan through JICA is providing technical and financial resources to ensure technical co-operation from the CMAC experts to Colombian trainees.

Table 2.1. Case Story: Colombia, Japan and Cambodia

Project title:	South-South co-operation programme on mine action for the Republic of Colombia
Countries/ IOs	Cambodia, Colombia, Japan
Objective:	Strengthen the managerial, technical and operational capabilities of the comprehensive action against antipersonnel mines (AICMA) sector in Colombia at the national and regional levels, through technical training and exchange of best practices with the Cambodian Mine Action Center – CMAC. Design and Implement a training program for AICMA that will consist of (7) courses and (2) seminars for exchanging knowledge and experiences in demining with Cambodia.
Description of activities related to the case story topic:	Both Colombia and Cambodia face the challenge of demining their national territories in post-conflict scenarios. Cambodia has gained a wide experience in the implementation of the different components included in the AICMA sector (such as humanitarian demining, mine risk education, national standards and comprehensive assistance to victims).
Project period:	2017 - 2022

Source: Case story submitted by Colombia.

Good governance is important for Africa's equitable and sustainable development. It is critical for sustainable economic growth (high per capita income), and for high foreign direct investment. Public financial management is an essential element of good governance, defined here as “the effective management of public resources to meet the long-term goals of sustainable economic growth and poverty reduction” (African Development Bank and African Capacity Building Foundation, 2018_[10]). African government officials acknowledged the need for measures to support improved public financial management. This demand for support was met by a triangular co-operation programme with Tunisia and Japan. The Tunisian Ministry of Finance partnered with two international partners (JICA and AfDB) that aimed to improve public finance management in general and the performance management in particular in the beneficiary countries in Africa (Table 2.2). Tunisia’s expertise in public finance management suited the demand of several African countries.

Table 2.2. Case Story: Tunisia, Japan, African Development Bank and several African countries

Project title:	Public Finance Management
Countries/ international organisations	Tunisia, Japan, African Development Bank, Senegal, Mali, Tunisia, Guinea, Niger, Nigeria, Ivory Coast, Togo, Benin, Burkina Faso, Cameroon, Djibouti, Central African Republic, Madagascar, Rwanda, Gabon, Burundi, Ethiopia, Ghana, Algeria, Tanzania, Democratic Republic of the Congo, Morocco, Mozambique, Zambia, Uganda, Sao Tome and Principe, Equatorial Guinea
Objective:	To sensitise African government officials in charge of public finance management on the current challenges and necessary measures to reinforce their national capacities, thereby contributing towards improvement in public finance management in general and the performance management in particular.
Description of activities related to the case story topic:	Organising training sessions in this field of governance and control, medium and long-term budgetary framework, results-based management, performance management, results based budgeting.
Budget:	USD 587 257
Project period:	2007-2010

Source: Case story submitted by the Tunisian Agency for Technical Co-operation.

2.2. Phase 2: Partnership development and negotiation

The triangular project cycle distinguishes itself from bilateral cycles by aiming to increase ownership and trust between all partners – a goal that is often not explicitly mentioned in the project design and results framework. Experience shows that sufficient time and

resources should be allocated to developing a strong, trusting partnership in triangular co-operation. Therefore, including a dedicated phase for partnership development is advisable to avoid frustration about slower processes, more co-ordination loops and potentially higher transaction costs. Partnership development is a cross-cutting issue that reoccurs throughout all phases of the project cycle.

When the partners in a triangular co-operation come together for the first time to negotiate the design and details of their joint project, they need to find a way to communicate and to work in a way that allows everyone to own the project. Ownership is critical to ensure the full commitment of all partners, the others need to be involved in all stages and at different levels of the project (e.g. during political steering and technical implementation). While this process is rather slow, it is a non-negotiable element of triangular co-operation and thus its programme life cycle.

Evidence and experience show that the time committed to partnership development is well invested. The discussion and negotiation process is necessary to build trust and it ensures that every partner exercises ownership. At the same time, in a triangular initiative, beneficiary partners can lower their transaction costs by co-ordinating different providers of development solutions, rather than engaging with each one individually. The Water and Sanitation Hygiene (WASH) in Zimbabwe (Box 2.2) is an example of this.

Box 2.2. Building trilateral partnerships in Zimbabwe

Poor people living in rural areas of Zimbabwe are disproportionately affected by a lack of rural Water and Sanitation Hygiene (WASH), which generates a significant, yet preventable, disease burden. The Rural WASH Programme, running from June 2012 to July 2016, was set up to facilitate a reduction in WASH related diseases and women's workload, and to improve basic education outcomes and gender equality. The programme was implemented by UNICEF and its eight Implementing Partners as part of its Country Programme of Co-operation in Zimbabwe. DFID contributed GBP 33 million across 30 target districts to the programme, while the Swiss Agency for Development and Co-operation (SDC) increased the number of target districts to 33 through a CHF 5.8 million contribution. Other partners included Germany (GIZ), Australia, the World Bank, Foundation and private philanthropy organisations.

Source: input based author's experience of working in Zimbabwe.

The project is an example where complementarity-built partnerships went hand-in-hand with reducing the reporting burden for the local communities. This maximised the partners' contributions to address a national priority of the beneficiary partner. Pivotal countries often posit that due to the complementary contributions of the other partners, transaction costs in triangular projects are in fact lower than in bilateral initiatives. It also allows, as in the Zimbabwe case, for partners to have development co-operation initiatives, while the countries may not have formal bilateral agreements or even official political representation. This once again shows the benefits of triangular co-operation, where bilateral co-operation may not be possible.

Often, triangular co-operation projects are planned for a short duration and without the option of extending for further phases or follow-up activities. It is possible, to make use of the strong partnerships that are established over time through trilateral initiatives. In these instances, the communication and governance protocols have been established and trust

has been built over time. For instance, Colombia shared the experience of a project based on the trust built over time with Germany and Mexico on “Strengthening urban planning policies and sustainable housing development tools”. The current project is a continuation of a triangular project between the same partners that ran between 2012 and 2015, in which Mexico shared its experience in sustainable housing with Colombia. For the longer negotiations and for the phase of developing the partnership to pay off in the end, the option should be considered to continue a project beyond its initially planned life cycle.

The Palestinian International Co-operation Agency (PICA) believes in investing time and effort in building a strategic partnership in order to create a common understanding of the mutual vision among partners in triangular co-operation (see Table 2.3 for a project example). Based on its own experiences, PICA contributes in a limited but strategic way to international development policy-making, e.g. through its partnership with the Islamic Development Bank and the Organization of Islamic Co-operation (OIC). A special focus is on promoting resilience and the humanitarian-development nexus and development effectiveness.

Table 2.3. Case Story: PICA, Mozambique, Islamic Development Bank

Project title:	Capacity Development in the field of health especially on spinal and pediatric orthopedic care
Countries/IOs	Palestinian International Co-operation Agency (PICA), Mozambique, Islamic Development Bank
Objective:	To provide highly advanced treatment and health services at the regional level in Africa; high-quality services that will improve the health of the patient in the most cost-effective manner (appropriate care is society centered).
Description of activities related to the case story topic:	Mozambique is part of in the second largest surgical training institution in Sub-Saharan Africa, the College of surgeons for east, central, and southern Africa (COSECSA). However, there was no spinal deformity training and related treatment available in Mozambique. By working through COSECSA, this service will now spread through this established programme to many countries in the region. This specific surgery is required by thousands of children in Mozambique and across Africa. Signing the partnership agreement between PICA and the Ministry of Health of Mozambique allows the exchange of knowledge and development of co-operation programmes in the health sector, specifically in the field of orthopedics and orthopedic surgery. In the triangular co-operation project, PICA provides a three-year training programme for local doctors, and partners purchase the equipment required for spinal and pediatric orthopedic care.
Project period:	2018-2020

Source: Case story shared by the Palestinian International Co-operation Agency (PICA).

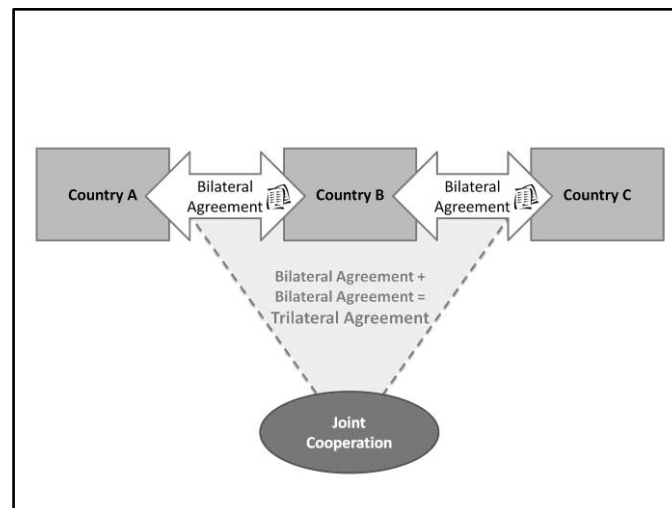
All partners should contribute in-kind or financial resources to the project, in accordance with their respective capacities. This is an essential component of the negotiation phase, as the partners agree who will resource which component of the project. The case in table 2.4, which was shared by Morocco, shows how all partners, including the beneficiary, share resources equally.

Table 2.4. Case Story: Morocco, Djibouti, Islamic Development Bank

Project title:	Maternal and Child Health in Djibouti
Countries/IOs:	Morocco International Co-operation Agency (AMCI), Islamic Bank of Development (IsBD), Djibouti
Other partners:	Moroccan technical partners
Objective:	To implement clinical and electronic surveillance of childbirth and at-risk pregnancies in the maternity wards of Djibouti.
Description of activities related to the case story topic:	AMCI, IsDB and the Ministry of Health of Djibouti are co-operating trilaterally to build on the strong Moroccan expertise in the area. Joint activities include: developing standards and procedures for clinical and electronic surveillance of childbirth and at-risk pregnancies by disseminating maternal and neonatal care structures and implementing logistical support measures; organising training sessions for Djiboutian obstetric gynecologists and mid-wives in Rabat and in Djibouti; purchasing medical material and organising training sessions for technicians on its maintenance.
Budget:	USD 850 000 distributed as follows: AMCI: USD 285 000; IsBD: USD 285 000, Djibouti: USD 280 000
Project period:	April 2017 to October 2019

Source: Case story shared by the Moroccan Agency for International Co-operation (AMCI).

The negotiation phase usually ends with a joint trilateral agreement, a Memorandum of Understanding (MoU), Partnership Agreement or other legal framework that provides the basis for working out a detailed project implementation document (International Labour Organisation, 2014_[11]). Often, countries sign two or more bilateral agreements in parallel, which combined provide the legal basis for the project to be implemented. Figure 2.3 illustrates possible ways of formalising a triangular co-operation.

Figure 2.4. Common formalisation of a triangular co-operation

Source: (Langendorf and Lázaro, 2012, p. 71_[12])

To conclude, partnership development is critical to triangular co-operation initiatives. The effort and time taken to build new relations is paid off through the building of trust, improved communication and commitment to agreed development goals. The aspect of building trust is covered in greater detail in Chapter 3.

2.3. Phase 3: Formulation – complementarity and flexibility

When formulating a triangular co-operation initiative and defining the logic of intervention, it is crucial to identify and make best use of the complementary strengths and expertise of all partners involved. This may lead to innovative, cost-effective, and context-specific solutions to development challenges. A broad range of stakeholders, e.g. the private sector, civil society, academia and philanthropic foundations, among others, may be involved.

The example of multi-directional learning and exchange processes in a triangular co-operation project between Costa Rica, Morocco and Germany, shows how everyone's complementary strengths were used when formulating three objectives for the project: an overall objective and two separate objectives for Costa Rica and Morocco. Both countries provided knowledge and received inputs from the other partners on managing forests and protected areas in a sustainable manner – an area where many Costa Rican state institutions and non-governmental organisations have vast experience and knowledge. Germany brought its knowledge of bilateral co-operation in the management of processes and gave methodological and organisational impetus to the project. The four components (see Table 2.5) involve representatives of governments, other state authorities, NGOs and the private sector in order to identify best practices and apply and institutionalise the lessons learned.

Table 2.5. Case Story: Example of matching complementary skills

Project title:	Improving the sustainable management and use of forest, protected areas and watersheds in the context of climate change
Countries/IOs	Costa Rica, Morocco, Germany
Other partners:	Fundecooperación para el Desarrollo Sostenible, Costa Rican NGOs (FONAFIO, CODEFORSA, FUNDECOR)
Objective:	<i>Overall:</i> Strengthening the sustainable management and use of forest, protected areas and watersheds in the context of climate change. <i>For Costa Rica:</i> To improve in preventing and fighting forest fires, to manage water sheds. <i>For Morocco:</i> To promote partnerships in forestry and payment for environmental services in protected areas for ecotourism
Description of activities related to the case story topic:	Four lines of action were pursued until the end of 2015: in Costa Rica, two pilot projects to improve watershed management based on the Moroccan experience were carried out. In addition, existing national initiatives for the prevention of forest fires were adapted and consolidated. In Morocco, two pilot projects were implemented in national parks (Souss Massa and Toubkal), contributing to the protection of biodiversity. Through ecotourism and the development of value chains, the socioeconomic situation of the rural population was improved in a sustainable way. At the same time, the experience of the Costa Rican system of payment for environmental services (PSA) is used for the design of a Moroccan association of collaboration on forest issues and its financing system.
Budget:	900 000 EUR (shared equally among all three partners, i.e. each partner contributed 300 000 EUR)
Project period:	2013-2016

Source: Case story shared by the Ministry of National Planning and Political Economy (MIDEPLAN) of Costa Rica and Germany.

As a further example of finding complementary and flexible approaches, the Islamic Development Bank using its mechanism - Reverse Linkage - agreed with the International Trade Financing Corporation (ITFC) and in consultation with the government of Guinea to initiate a Reverse Linkage project (Table 2.6) to enhance the value chain for exporting agricultural products. Tunisia has been identified as the provider of knowledge and expertise through the Tunisian Agency for Technical Co-operation (ATCT).

Table 2.6. Case Story: Enhancing the value chain for exporting agricultural products

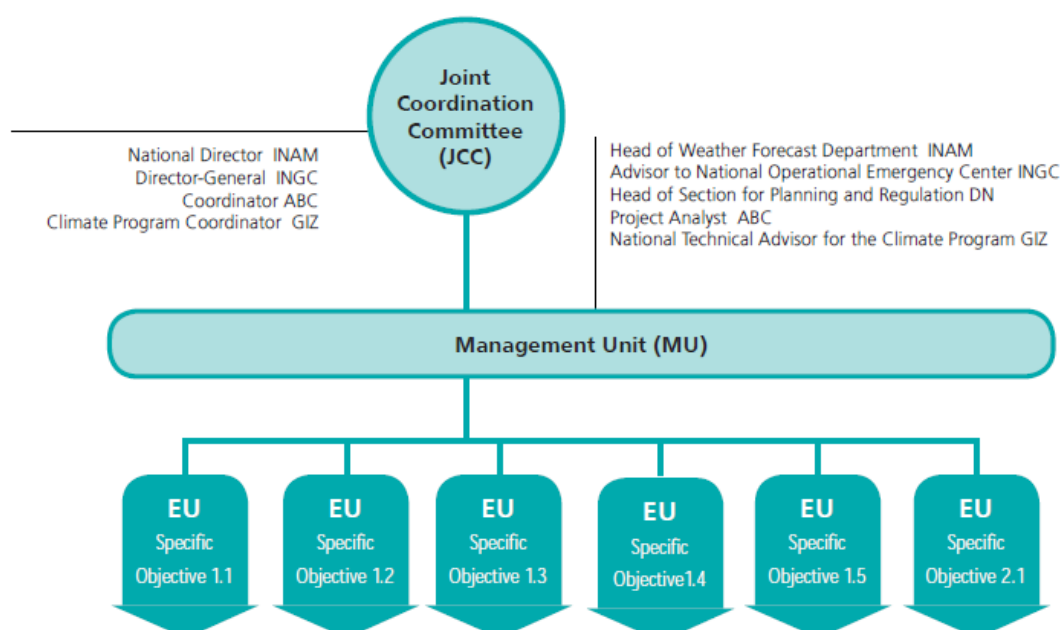
Project title:	Reverse Linkage Project to Enhance the Value Chain for Exporting Agricultural Products
Countries/ international organisations	Guinean Ministry of Commerce, Export Promotion Agency, Agency for the Promotion of Investment, the Private Sector International Center for Trade and Promotion of Exports and the professional organisations; Tunisian Technical Co-operation Agency (ATCT); Islamic Development Bank (IsDB) and International Trade Financing Corporation (ITFC).
Other partners:	Arab Bank for Economic Development in Africa (BADEA); Enhanced Integrated Framework (EIF) Program of the World Trade Organization (WTO).
Objective:	The main goal of the project is to contribute to the efforts of the Government of Guinea (GoG) towards developing and improving the whole value chains for exporting mangoes and cashews. More specifically, the project aims to strengthen the technical and organisational capacities of the institutions in charge of promoting exports of mangoes and cashews.
Description of activities related to the case story topic:	The new development plan (2016-2020) of Guinea stressed on the importance of both the private and export sectors to promote economic development and job creation. Guinea, a country with many potentials especially in the agriculture sector, requested the support of the Islamic Development Bank Group to identify products with comparative advantages to create jobs and promote exports.
Budget:	USD 1 580 000
Project period:	2019-2021

Source: Case story submitted by the Islamic Development Bank.

Generally, in triangular co-operation programmes, the three (or more) partners draft long-term project implementation documents and short-term plans of action, based on an overarching results framework. All partners contribute time, financial resources and expertise to the project, in proportion to their respective capacities. Following their agreement on the objectives, the partners identify activities to achieve them and put in place a mechanism to manage results and to monitor progress. Its scale and scope depend on the size of the project and need to be in proportion to the overall resources that are allocated to the individual activities. Partners agree on how to steer and manage the project on different levels, i.e. the political and technical/operation levels. They jointly assess risks and establish robust steering and co-ordination mechanisms (PIFCSS, 2015_[13]).

In the Brazilian-German Trilateral Co-operation Operational Manual, Brazil and Germany define their project steering structures and provide guidance along the project cycle. The figure below shows the three levels of the steering structure of the project “Disaster risk prevention in Mozambique”, starting with a joint co-ordination committee (JCC) which brings together the political representatives, followed by the management unit (MU), where the representatives of each institution co-ordinates on a project level to the executing units (EU) for each component of the project. The latter executing units bring together the different experts involved in each component of the project. It has proven to be an effective mechanism to co-ordinate all levels of the project.

Figure 2.5. Example of a steering structure of triangular co-operation



Source: (Brazilian Cooperation Agency (ABC) ; Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), 2016, p. 72⁽¹⁴⁾)

To conclude, the above cases highlight the importance of finding complementary and flexible approaches in the triangular co-operation programme cycle. Flexibility increases the potential to achieve better results.

2.4. Phase 4: Implementation and monitoring

The implementation phase is potentially easier in triangular co-operation and takes place in the spirit of horizontal exchanges, bearing in mind that all stakeholders can be providers of development solutions as well as beneficiaries of these exchanges.

It is important that a flexible framework for development co-operation that is intended to provide multiple options for delivery of programmes and projects meets the needs of the triangular co-operation partners. Here, it is crucial that such a framework creates opportunities for mutual benefits that are sensitive to the prevailing conditions and circumstances operative in partner countries. The co-creation of adapted solutions may lead to new innovative approaches. This is reflected in the case of the Indonesian triangular co-operation project in technical and vocational education training (TVET) with Myanmar and Germany (Table 2.7). The implementation of the project is based on the demand of the Government of Myanmar to improve the TVET area to leverage the human resources development for Myanmar's labour sector by focusing training particularly for vocational teachers. For the Government of Indonesia, the implementation of the project is a new model in delivering their development co-operation activities. This type of knowledge-sharing uses attractive learning methods, including module arrangements in the context of practically oriented TVET; a systematic series of activities and the use of various media to encourage participants to be active; individual projects, and; mixed-classes to enrich

various problem-solving approaches and benchmarking in order to a gain better understanding from proven experiences.

Table 2.7. Case Story: Indonesia, Myanmar and Germany trilateral co-operation

Project title:	Trilateral Co-operation in Technical and Vocational Education and Training (TVET)
Countries/ international organisations involved	Indonesia (facilitator): Ministry of Education and Culture, Ministry of industry; 21 TVET institutions (e.g. ATMI Solo, SMK Cibinong, STTT Bandung, Polyteknik AKA Bogor); teacher training institutes; companies Myanmar (recipient): Ministry of Education, Ministry of Industry; Various TVET institutes (e.g. GTHS Yangon, ITC Sinda, GTC Mohnyin) Germany (pivotal partner): GIZ (commissioned by BMZ)
Other partners:	South East Asian Ministries of Education Organization Regional Open Learning Centre (SEAMEO -SEAMOLEC); Technical University Dortmund
Objective:	Measures for the development of technical skills of TVET teachers and school management competencies of school directors were implemented jointly by Myanmar, Indonesia and Germany.
Description of activities related to the case story topic:	The TrC in Technical and Vocational Education and Training (TVET) between Indonesia, Myanmar and Germany has been implemented successfully for more than three years. 188 teachers were trained in Indonesia and almost 455 coached in Myanmar. Multiple-experts participating, provision of schools and workshops as training grounds; companies as learning centres etc. participated on a non-financial basis Indonesia: Training development and provision, knowledge exchange, expert exchange, budget for training implementation and workshops; Myanmar: Knowledge exchange, budget for coaching and study tours; Germany: Technical expertise and backstopping, didactics and methods, knowledge and expert exchange, budget for external experts and logistics. This SSTC was replicated in 2017 with Ministry of National Planning/ Bappenas. The content of trainings was jointly determined on an annual assessment of needs of the participating ministries and schools. The training modules were individually designed for the needs of the participants. The project follow-up activities (coaching) were implemented based on the demands from training course participants.
Budget:	Indonesia: 200 000 EUR, Myanmar: 50 000 EUR (est.), GER: 500 000 EUR
Project period:	2014 - 2016

Source: Case story shared by the Indonesian National Ministry of Development Planning (Bappenas) and Germany.

Flexibility and respecting different implementation rhythms are key for successful and effective triangular co-operation, as projects tend to evolve in a non-linear way (Brazilian Cooperation Agency (ABC), 2017c, pp. 90-91_[15]). The example from Spain, Uruguay and Panama shows how the different ways of working of technical organisations and local agents need to be consolidated in order to achieve the project objective of replicating successful experiences of Uruguay in taxation practices. It is aimed at sharing good practices on both ends of the taxpayers-enterprises spectrum: 1) in the implementation of international standards on agreements to avoid double taxation and transfer pricing, which reaches large taxpayers; 2) and in the implementation of a Taxation Handbook for small- and medium enterprises whose main objective is to reduce the costs of voluntary compliance of small taxpayers, in small business enterprises (not taxation on individuals)⁷. Following these objectives and bringing together a diverse set of partners from the public and private sector, it is natural that there will be different implementation rhythms.

Continuous progress monitoring sheds light on when the overall design may need to achieve the project's agreed objectives (FAO, 2015_[16]). The partners need to strike a fine balance between converging and delegating specific tasks. This involves acknowledging

⁷ Case story shared by Spain.

that they cannot implement and accompany each step of the project jointly, and that they need to trust the others to carry out the agreed tasks. Regular meetings of the steering committee and technical co-ordination mechanisms ensure continuous communication and serve to report changes in the framework conditions of the project (UNICEF ; ABC, 2017^[5]).

During the implementation phase, the value-add of triangular co-operation lies in all partners sharing knowledge and learning jointly. They engage in a dynamic exchange about development solutions, cultural and geographic contexts and expand their perspectives on different approaches and principles for development co-operation. It can be considered a form of capacity development for all partners involved akin to ‘learning on the job’. Ideally, this encourages the continuation of the partnership beyond the project’s duration (ICMPD, 2013^[17]).

2.5. Phase 5: Project evaluation and follow-up

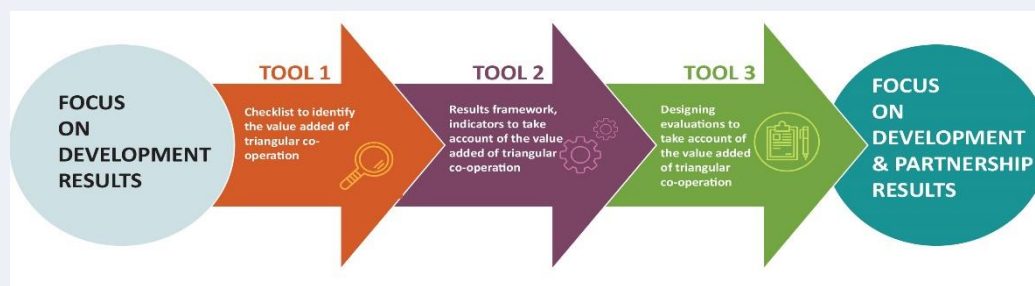
Over the years, different ways of evaluating development co-operation projects have been developed by governments, international organisations, implementing institutions, research institutes and evaluators worldwide. However, the evaluation evidence of triangular co-operation projects is scarce. Evaluation reports are publicly available from Germany, Japan and Spain. The Regional Fund for Triangular Co-operation in Latin America and the Caribbean by the German Co-operation systematically evaluates its concluded projects, also through external evaluations. Others conduct evaluations on a case-by-case basis or provide evidence on results through project reports. Most evaluations focus on the development results in the beneficiary country, not so much the partnership that is created in trilateral initiatives. In an attempt to fill this gap and collect data on the partnership results, the OECD, in collaboration with many partners, provided a “Toolkit for identifying, monitoring and evaluating the value added of triangular co-operation” (OECD, 2018b^[18]), see Box 2.3.

Box 2.3. Toolkit for identifying, monitoring and evaluating the value added of triangular co-operation

The toolkit offers ideas for policy makers, practitioners and evaluators to capture the value added of triangular co-operation from day one of the project idea. Many countries and institutions choose to work trilaterally because they want to make use of the comparative advantages of the different partners involved, strengthen partnerships or scale-up proven solutions to development challenges. However, often, the partners involved do not incorporate this additional and significant value into the project design. As a result, projects are designed, monitored and evaluated from the perspective of development results and do not take into account the value or the importance of the partnership created, nor how synergies between the two have been created, if at all. To ensure that the twin objectives of partnership and development results are considered fully, this toolkit provides inputs and food for thought on:

- **Identifying the value added of triangular co-operation (Tool 1):** A checklist of six different areas where triangular co-operation may typically add value from a partnership perspective.

- **Formulating indicators to account for the value added of triangular co-operation (Tool 2):** The value that triangular co-operation adds to the partners involved can be measured and monitored in the same way as in other development co-operation projects: by formulating objectives, creating indicators and measuring results. This calls for results frameworks that also account for partnership-specific results, besides the intended development results. Tool 2 provides guidance for developing such results chains and indicators.
- **Designing evaluations to take account of the value added of triangular co-operation (Tool 3):** Tool 3 provides ideas for designing an evaluation that combines the DAC criteria for evaluation⁸ and South-South co-operation principles into evaluation matrices that can support gathering evidence on the value added of triangular co-operation.



Source: OECD 2018, *Toolkit for Identifying, Monitoring and Evaluating the Value Added of Triangular Co-operation*, pp. 6-7.

In the spirit of partnership, in triangular initiatives partners ideally agree on the scope, terms of reference and process for the evaluation of their project together (International Labour Organisation, 2014^[11]). Depending on the size of the triangular co-operation project and the available resources, partners may conduct joint evaluations where, for instance, each partner nominates one member to create a joint evaluation team. They may also decide to conduct a self-evaluation, evaluate parts of the project, or commission an independent evaluation, without co-ordinating with the other partners (Brazilian Cooperation Agency (ABC) ; Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), 2016, p. 71^f^[14]). Another option is that different partners share the evaluation burden and are responsible for separately evaluating the components of the triangular co-operation projects or programmes (OECD, 2018b^[18]). However, an evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of all partners, bearing in mind the different principles and ways of working of the partners (Network of Southern Think Tanks, 2016^[19]).

This approach is shown practically in the evaluation of the triangular co-operation between Paraguay, Chile and Spain (Table 2.8) that focused on the strengthening of the Secretary of Public Affairs in Paraguay. Here changes were made at various stages of the project. The objective of this project was to improve the operation and performance of the employees who work in selected public offices servicing the people in Paraguay. Within the project, educational and capacity activities were developed, directed to Paraguayan

⁸ The DAC criteria for evaluation are currently under discussion and might be revised. If such decisions are taken in the OECD DAC Network on Development Evaluation (EvalNet), the toolkit will be updated accordingly.

public operators, to grant better services to the citizenship, emphasising on non-discrimination, equity, inclusion and respect towards human rights.

Table 2.8. Case Story: Example of evaluating the triangular co-operation between Paraguay, Chile and Spain

Project title:	Evaluation of the project “Strengthening of the Secretary of Public Affairs in Paraguay”
Countries:	Paraguay, Chile, Spain
Other partners:	The National Directorate for the Civil Service of Chile and the Center of Public Systems (CSP) of the Department of Industrial Engineering of the University of Chile, the former Spanish Ministry of Equity, created in 2008, and the National Institute of Public Administration (INAP).
Description of activities related to the case story topic:	The inclusion of other partners with concomitant financial and related capacity. The acceptance by means of the three partners allowed for the initiation, in the beginning of 2009, the first identification and formulation mission. For the project management, partners concluded that there was a wide margin to improve the horizontality and co-ordination elements in other projects to be executed. The consolidation of the capacities of the partner countries (pivotal and beneficiary) concerning development co-operation was identified as being an important area of evaluation. The detailed analysis is included international the annex. Follow-up mechanisms: the project achieved the incorporation of Paraguay and Chile in an active way. Joint activities have been initiated to discuss the results and events, and mechanisms that are necessary for the joint monitoring of each action in the project have been generated. The horizontality in handling the relation between the three partners is considered essential during all the phases of the project.
Budget:	Spain EUR 276 470 (69.3%), Chile EUR 87 532 (21.7%), Paraguay EUR 36 300 (9.0%)
Project period:	2009-2013

Source: Case story submitted by Spain and Paraguay.

Costa Rica engages in joint evaluations with its two or more partners in a triangular co-operation project through a joint final report. A challenge that remains is developing further instruments for evaluating, following up and ensuring the sustainability of the projects in order to assess their real impact over time.

As mentioned above, all concluded triangular co-operation projects implemented in the framework of the Regional Fund for Triangular Co-operation in Latin America and the Caribbean implemented by the German Development Co-operation, are systematically evaluated ex-post and by external evaluators. The evaluations are conducted by a regional consultancy and follow international criteria, also considering specific value added aspects of triangular co-operation. So far, 20 projects have been evaluated and have confirmed sustainable impacts and results. Key lessons concern specifically horizontality, knowledge sharing and ownership (Cortez and Fernández Trillo, 2017_[20]; Cortez, Knoch and Calcopietro, 2018_[21]). Good practices have also been identified in projects with dual and simultaneous roles of pivotal and beneficiary partner (Cortez and Fernández Trillo, 2017_[20]; Cortez, Knoch and Calcopietro, 2018_[21]) benefitting through a reciprocal exchange of experiences and complementary capacities. An important factor is the high commitment and responsibility assumed by all partners, as was the case in the triangular co-operation between Germany, Mexico and Colombia on sustainable housing in terms of energy and environmental efficiency. Here, Colombia has strengthened its environmental related capacities in construction of sustainable, efficient housing by learning about the Mexican experience in the implementation of the green mortgage program. Similarly, Mexico sought to adopt instruments of territorial ordering and urban land management considering Colombian expertise.

The external evaluations have also identified the need to include indicators into project proposals which accurately measure the relevance and value added of triangular co-operation as modality in development interventions (Cortez and Fernández Trillo,

2017_[20]; Cortez, Knoch and Calcopietro, 2018_[21]). Therefore, value added indicators in accordance with the above mentioned “Toolkit for identifying, monitoring and evaluating the value added of triangular co-operation” are now incorporated into the project proposal format as a standard. This will allow for more precise and systematised information about the value added of triangular co-operation.

Besides evaluating and providing feedback on the lessons learned during the project, the close-out phase also needs to tackle the question of follow-up. In the case of Indonesia’s triangular co-operation with Kyrgyzstan and the Islamic Development Bank, Kyrgyzstan has expressed its interest to continue the co-operation with Indonesia and it will continue as a business-to-business partnership among the institutes and private actors that were involved in this initiative on artificial insemination of livestock. For the Government of Indonesia an important lesson was to ensure the sustainability of the co-operation through feedback loops in its own system. Triggered by the experiences of this project, the organisational structures in the Ministry of Agriculture and the Singosari National Artificial Insemination Centre were changed to better respond to the needs of development co-operation projects and are now embarking on sharing their experiences with Suriname. Thus, the successful experiences are scaled up to another country and continent.

Triangular co-operation initiatives on the issue of evaluating public policies may also provide interesting lessons and inputs for evaluating triangular co-operation projects. Table 2.5 shows such a case, where the EU is working with several countries in LAC on creating tools to evaluate public policies.

Table 2.9. Case Story: Evalúa – EU-LAC triangular co-operation on evaluation

Project title:	 EVALÚA: Evaluation of Public Policies in Latin America and the Caribbean
Countries/IOs	Spain, Colombia, Peru, Paraguay, Costa Rica, Uruguay, Ecuador, European Union
Objective:	To share experiences in evaluation generated in the field of public institutions in Latin America and perform technical assistance with peer support to make this tool an institutionalized practice in their respective countries, and thus improve learning and informed decision-making in the scope of projects, programs and public policies.
Description of activities related to the case story topic:	This project’s innovative approach to achieving its set objectives revolves around a learning-by-doing methodology where all partners get involved in the evaluation of specific public policies while learning in the process, providing feedback and incorporating the results in the improvement of newer versions of these policies. This approach allows for resource optimisation and sustainability of the actions while the evaluations are jointly performed by both external consultants and government officials, who will later replicate the exercises in their respective institutions. The project has also created a knowledge management strategy with a significant repository of documents available to the general public, delivering not only enhanced capacities but also tangible assets.
Budget:	EUR 1 552 629
Project period:	2017 - 2020

Source: Case story shared by the European Commission.

Evaluations are important to assess that programmes and projects are achieving set targets. When the evaluation is done jointly or shared by the partners, this improves the strategic choices to be made for future phases or even new triangular co-operation programmes. While it is natural to show the good results, it is also important to openly assess and learn from failures in order to increase impact and effectiveness of future triangular co-operation. Learning from the different processes and results in triangular co-operation would be useful to deploy this modality more regularly and systematically.

2.6. Communication, knowledge sharing and feedback loops

Triangular co-operation requires complex and broad-based engagement at multiple levels and possibly with many actors. Therefore, communication is an important component of triangular co-operation initiatives. It is imperative that all partners be ready to foster open dialogue, engage in knowledge sharing and, if need be, conflict prevention and management. Communicating with local communities, researchers and policy makers is a good way to identify issues of concern and to include relevant perspectives in the planning process. With regard to jointly managing the initiative, feedback loops help support the governance structure and monitoring process (International Labour Organisation, 2014_[11]).

Communication also involves disseminating successful experiences and lessons learned through advocacy campaigns and communication platforms (FAO, 2015_[16]). This can provide a valuable opportunity to promote triangular co-operation globally (for instance by disseminating local good practices at the global level), including with countries where one partner has no diplomatic representation, or to integrate them into larger (trilateral) development co-operation programmes.

A critical function in triangular co-operation is to harness the collective expertise available (locally, internationally and that of an intended developing partner) to develop strategies and programmes that serve as a catalyst for development. Mutual learning occurs throughout the project. Often, mutual learning is not systematically planned as an explicit component of projects. Learning in triangular co-operation is not only about the transfer of knowledge and experiences. Rather, from a more holistic perspective, it unfolds through the co-creative process of jointly developing solutions (OECD, 2018b_[18]). It is therefore important that partners move beyond personal learning (on technical issues) and toward institutional learning (on systemic issues). This applies to traditional providers also. Triangular partnerships offer the space for self-reflection and for building different competencies, e.g. by developing an understanding for the processes and systems of the other partners. Both the process of building the partnerships and the projects that are jointly developed are important for the mutual learning experience.

From the above, we can conclude that valuable lessons can be learnt from this chapter in relation to the various phases of the triangular co-operation life cycle. It must be acknowledged that some lessons could and would be learnt from traditional development co-operation partnerships. One of the major differences is the focus on partnership development. Other lessons include:

- Identifying solutions to similar development issues in other countries.
- The importance of building partnerships for ownership and implementation.
- Triangular co-operation makes the good use of complementary strengths and expertise of all partners involved.
- Implementation, generally moves ahead much more smoothly in triangular co-operation programmes
- Evaluations and lessons are jointly owned by the partners
- Communication and knowledge sharing is enhanced

Chapter 3. Comparative advantages and opportunities of triangular co-operation

Triangular co-operation contributes to the implementation of global goals in many ways, not least because of its horizontal approach. The Sustainable Development Goals (SDGs) put forward by the 2030 Agenda call for more international partnerships and new modalities to complement existing forms of co-operation, as well as for innovative tools, including triangular co-operation, to share knowledge, technology and experiences across countries. SDG 17 specifically calls on the international community to “strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development”. This chapter links triangular co-operation to the SDGs and the sub-themes of BAPA +40, by illustrating the comparative advantages of triangular co-operation, how it strengthens partnerships and ensures sustainable development in partner countries.

The added value of triangular co-operation is not merely reflected in its development results, but particularly in the new and strengthened partnerships that it helps create through horizontality, co-responsibility and joint decision-making (see Chapter 2.5 with reference to (OECD, 2018b_[18])). By sharing results among a broad group of actors, triangular co-operation fosters a high level of co-ownership and sustainability.

The members of the Global Partnership Initiative (GPI) on Effective Triangular Co-operation and the contributors to this report identified the main comparative advantages of the modality as: building ownership and trust (Chapter 3.1); promoting complementarity and increasing co-ordination in development co-operation (Chapter 3.2); sharing knowledge and learning jointly (Chapter 3.3); co-creating solutions and flexibility (Chapter 3.4); enhancing volume, scope and sustainability (Chapter 3.5), and; contributing to cross-cutting issues of the 2030 Agenda (Chapter 3.6), such as leaving no one behind and ‘green’ triangular co-operation.

3.1. Building ownership and trust

By building ownership and trust between all partners from the very beginning, triangular co-operation establishes strong, horizontal partnerships. These may go beyond development co-operation and facilitate exchanges in other sectors, like foreign policy, trade or environmental protection.

A particular feature of triangular co-operation is that the countries involved often are in the same stages of social and economic development (Walaza, 2014_[22]). The roles as provider and beneficiary are often therefore reciprocal. This opens an avenue for co-responsibility and joint decision-making, planning and implementation, thus creating stronger ownership to the intervention for all parties involved, as well as promoting trust through interaction.

A high degree of trust does not replace formal agreements, but it makes the creation, understanding and interpretation of them much easier. This has the potential to boost the overall effectiveness of the intervention. Furthermore, ownership is built by including local stakeholders in the various phases of the triangular co-operation programme. The stakeholders could be local governance structures, businesses or community representatives. An example of such a trilateral project is the co-operation between the members of the Forum for African Women Educationalists (FAWE), supported by NOREC, the Norwegian Agency for Exchange Co-operation (see Table 3.1). The members

work for improving institutional capacity for advancing gender quality in education in Africa. It is a well-established body with a regional secretariat supporting National Chapters, which calls for full equality between the members and inspires ownership of the intervention as well as a high degree of trust between the members. It is important to note that the project works with national government and local authorities.

Table 3.1. Case Story: The Forum of African Women Educationalists (FAWE)

Project title:	Forum of African Women Educationalists
Countries/IOs	Norwegian Agency for Exchange Co-operation (NOREC)
Other partners:	Forum for African Women Educationalists (FAWE) Regional Secretariat, Kenya; FAWE Uganda, FAWE Tanzania, FAWE Malawi and FAWE Zambia
Objective:	Improved institutional capacity for advancing gender equality in education in Africa
Description of activities related to the case story topic:	FAWE is a self-run international network of organisations pursuing the same overall objectives in respective countries. The main activities are advocacy in various forms with national and local authorities. The member organisations as well as the network as a whole have from the outset been strong, established and professional bodies in their field of advocacy. NOREC's role has been to provide the opportunity for mutual learning through long-term staff exchange, but the network has had full ownership to the content, which has comprised both advocacy and communication techniques as well as organisation and management.
Budget:	USD 1.5 million
Project period:	2015-18

Source: Case story shared by the Norwegian Agency for Exchange Co-operation (NOREC).

Similar experiences have been shared by the Korea International Co-operation Agency (KOICA) with their ICT Capacity Building Program for Officials of Timor-Leste that is in partnership with Indonesia (Table 3.2). A success factor in this project and others that were shared to illustrate high ownership is that all partners contribute their own financial and/or in-kind resources to the project. In some cases it is mandatory for all partners to contribute resources for the project to be approved, for instance for Reverse Linkage projects or in joint funds for triangular co-operation. Communication, in the Korean case, was facilitated smoothly and effectively as Indonesia and Timor Leste share the same language which led to a minimum loss of information. Moreover, Indonesian and Timorese public officials made the most out of the training workshops through peer-to-peer learning as Indonesian officials shared with Timorese representatives what they have learned from the previous bilateral co-operation with Korea in developing an e-government system.

Table 3.2. Case Story: ICT Capacity Building Programme for Officials of Timor-Leste

Project title:	ICT Capacity Building Programme for Officials of Timor-Leste
Countries/ IOs	Indonesia, Timor-Leste, Korea
Objective:	To enhance IT capacity through training workshops for public officials from Timor-Leste as part of 'Information Technology Capacity Building for Central and Local Government.
Description of activities related to the case story topic:	After a series of discussions and careful reviews on the feasibility of the project, the Indonesian government, KOICA's Timor-Leste office, Ministry of Communication and Information Technology of the Republic of Indonesia and Ministry of Public Works of Timor-Leste signed a south-south co-operation agreement for enhanced co-operation in IT public service capacity building of two countries. Indonesia is committed to enhancing South-South co-operation with Timor-Leste in the field of IT by mobilising its own budget. As part of the project, a training program for public officials from Timor-Leste to enhance IT capacity was reviewed for its feasibility, which was followed by a field survey and discussions for South-South co-operation between Korea-Indonesia-Timor-Leste conducted by KOICA's Indonesia office in May 2016 in Dili, Timor-Leste.
Budget:	USD 3.7 million
Project period:	2013-2017

Source: Case story shared by the Korean International Co-operation Agency (KOICA).

3.2. Promoting complementarity and increasing co-ordination in development co-operation

Triangular co-operation makes use of complementary strengths, such as a partner's specific expertise or another's access to technology, to achieve development results (see also Chapter 2.3). It promotes greater co-ordination, complementarity and coherence across development co-operation mechanisms. Since each partner in triangular co-operation can have the role as both provider and beneficiary, it is easy to see what the particular strengths and needs of each of them are. This opens the possibility for mutual benefit in the projects. The strength of one can be the need of the other, and vice versa. In this way, reciprocity and equality are not values on the margin, but central to the appropriateness and effectiveness of the intervention.

The project "Building a responsive vocational education and training system in Belize through partnership" is a demand-led initiative where Belize looked for the right partners to advance its vocational training system. The partners chose the modality of triangular co-operation to put forward an integral project where all partners transfer knowledge and expertise to develop and implement a transferable and sustainable methodological approach to delivery, assessment and quality assurance (Table 3.3). While the government institutions of Belize and Mexico are key, this project is a good example of working across the various spheres of government and non-state actors and institutions, such as the NGO People 1st (UK), the Association of Tourism Industry and high schools.

Table 3.3. Case Story: Mexico, United Kingdom and Belize

Project title:	Building a responsive vocational education and training system in Belize through partnership
Countries/IOs	Belize, Mexico and the United Kingdom
Other partners:	People 1 st (UK), Association of Tourism Industry, the Mexico High School, the Maud Williams High School and the Georgetown High School in Corozal, Belize City, Toledo and Cayo.
Objective:	The project aims to strengthen and enhance vocational technical education that is responsive to the demands and challenges of the public and private spheres of the tourism sector in Belize.
Budget:	For Mexico's Co-operation Fund, there is no specific budget allocation programming for the execution of this triangular co-operation project. The financial support offered by Mexico, through the AMEXCID, comprised the costs and expenses of international travel and lodging for Mexican and Belizean participants in the course of all activities. The United Kingdom covered the travel and accommodation expenses of the British participants in the execution of activities in Belize.
Project period:	2015 – 2018 (ongoing)

Source: Case story submitted by the Mexican Agency for International Development Co-operation (AMEXCID)

Another example of a triangular co-operation demonstrating complementarity and effective co-ordination is the East African Health Sector Network, supported by NOREC. The network members are hospitals/services in four countries in East Africa). One excels in ambulance and emergency services. The other is a specialist in endoscopy and echocardiography and the others in hospital administration and in rural health conditions. Therefore needs and strengths are complementary. This example demonstrates the how mutually sharing information and expertise improved the performance and capacity utilisation within the clinical focus areas of Endoscopy, Echocardiography and Emergency ambulance services, as well as overall hospital management. Each partner has brought its

own specialised skill to the table and shared with the network through staff exchange for a period of a year.

Furthermore, Canada shared an experience where its Feminist International Assistance Policy guided a triangular co-operation with Israel and Ghana. Israel brought in the expertise in irrigation and enhancing agricultural productivity to support women in Ghana to grow their economic opportunities (Table 3.4).

Table 3.4. Case Story: Canada, Ghana, Israel

Project title:	Greater Rural Opportunities for Women (GROW) in Ghana
Countries/IOs	Canada, Ghana Mennonite Economic Development Associates (MEDA), Israel
Objective:	The expected intermediate outcomes for this project include: increased diverse agricultural productivity of food crops for small holder farming families, particularly women, in the Upper West of Ghana; increased marketing of agricultural products by small holder farmers, particularly women, in the Upper West Region of Ghana; improved nutrition practices for small holder farming in the Upper West Region of Ghana.
Description of activities related to the case story topic:	The Greater Rural Opportunities for Women project (GROW) ameliorates food security for families in Northern Ghana. The project supports women and their families to improve their agricultural crop production, diversify the food that they produce and learn more about nutrition. MASHAV provided a technical expert to provide training and supervise the installation of three drip irrigation demonstration plots. The project's women farmers used the drip irrigation kits and reported positive yields, multiple harvests and additional income from the sale of the high-value vegetable crops. The project was implemented in partnership with local organisations with the goal of building local capacity and skills in delivering market-driven programming. The project is implemented in two districts, Nadowli and Wa East, helping 1,200 women in the first year and 3,000 women as direct beneficiaries.
Budget:	USD 13 980 064
Project duration:	2012-2019

Source: Case story submitted Global Affairs Canada.

3.3. Sharing knowledge and learning jointly

Through triangular co-operation, all partners can exchange practical solutions that take advantage of the similarities in national, cultural and linguistic contexts, expand their perspectives on different approaches and principles to development co-operation, and ensure long-term commitment for capacity development, including the roles and capabilities of pivotal partners. It provides flexibility and can adapt to changing circumstances (OECD, 2017^[23]).

In a well-designed triangular co-operation project, power and decision-making are equally distributed amongst the network members, and every partner has something to bring to the table in the form of skills, competence and/or other resources. This is a conducive environment both for learning from each other and for developing new knowledge together. This in turn forges deeper relationships and contributes to the building of sustainable global partnerships.

Sharing knowledge, learning jointly and changing roles throughout the project lifespan are at the core of the triangular co-operation in Table 3.5. All partners constantly learn from each other and include the lessons learned into their institutional frameworks back home or in future projects.

Table 3.5. Case Story: Afghanistan-Indonesia-Germany co-operate on anti-corruption

Project title:	Triangular co-operation on anti-corruption
Countries/ IOs:	Afghanistan, Indonesia, Germany
Other partners:	Independent Joint Anti-Corruption Monitoring and Evaluation Committee (MEC) – Afghanistan; Corruption Eradication Commission (KPK) – Indonesia; Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
Objective:	To improve the capacity of partner organisations in providing recommendations based on government system review to prevent corruption to targeted institutions in Afghanistan and Indonesia
Description of activities related to the case story topic:	This initiative puts a strong emphasis on learning and sharing experiences, especially on the topic of integrity assessment, asset declaration as well as anticorruption campaigning. In Indonesia, KPK is a strong partner institution which gets the highest trust from the public due to its achievements in revealing corruption cases (almost 100% conviction rate), including those cases involving high ranking public officials. In global forums, KPK is also well known for its strong commitment to combat corruption and in broadening its networks to combat trans-border corruption. Three visits of Afghan delegates to Indonesia have been conducted with several types of facilitated learning processes, such as classical trainings, group discussions, teleconferences, peer-to-peer learning, field trips as well as joining the KPK Anticorruption Learning Centre International Program (attended by anticorruption authorities from 5 different countries: Afghanistan, Myanmar, Madagascar, Bangladesh and Egypt).
Budget:	120 000 EUR
Project period:	2017-18

Source: Case story shared by Germany.

The Palestinian International Co-operation Agency (PICA) has adopted triangular co-operation as means to provide a pool of resources that enriches PICA's projects fundamentally. PICA implements capacity development activities and provides technical expertise and training aligned to Southern countries' national priorities mainly on agriculture, health, education, environment, statistical, and renewable energy, volunteers and private-public sector partnership. Under this pillar of action, the main goal is to make Palestinian know-how and technical expertise available to Southern countries and exchange best practices, in the spirit of solidarity.

Knowledge sharing is not limited to ad-hoc exchanges among the triangular co-operation partners or at the establishment of the partnership. In the case of the Organization of American States (OAS), knowledge sharing and learning is an integral element of the triangular co-operation (Table 3.6).

Table 3.6. Case Story: Exchanging experiences to advance competitiveness and innovation in the Americas

Project title:	The Americas Competitiveness Exchange on Innovation and Entrepreneurship (ACE) Program
Countries/ international organisations:	Organization of American States (OAS) as the Technical Secretariat of the Inter-American Competitiveness Network (RIAC), Government of the United States, other OAS Member States ⁹ , Israel and Germany.
Other partners:	Key stakeholders from the private sector and academia involved in innovation and entrepreneurship ecosystems.
Objective:	The ACE Program stimulates innovation and entrepreneurship ecosystems in the Americas to advance trade, accelerate business opportunities, and promote long-term regional and global partnerships between stakeholders. ACE aims to support key stakeholders by: (i) increasing knowledge on innovation and entrepreneurship by facilitating access to good practices on dynamic economic sectors; and (ii) accelerating collaboration and partnership opportunities by expanding peer networks of leaders.
Description of activities related to the case story topic:	ACE is a bi-annual programme that consists of one-week study tours to 20+ innovation and entrepreneurship hubs in specific sector clusters in countries within and outside the Americas. Each edition competitively selects 50 decision-makers from the public, private and academic sectors, who visit various cities, regions, and sites, learning first-hand from good practices and examples of investments that have created innovation ecosystems within strategic economic sectors such as manufacturing, health, water, agriculture, energy, and ICT.
Budget:	USD 1 200 00.00 USD
Project period:	2014 – present

Source: Case story shared by the Organization of American States (OAS) and MASHAV (Israel).

After four years of implementation and ten iterations, ACE has proven to build new capacities and advance collaboration among decision-makers from across the hemisphere, where pivotal and beneficiary partners learn jointly. During each edition of this hands-on program, participants engage with cutting-edge economic development projects, programs and practices to create mutually-beneficial partnerships. ACE provides a solid networking platform, streamlining knowledge-sharing and providing valuable context, validation, and inspiration to design or refocus competitiveness policies and programs in participating countries and institutions. It provides the space for strategic alliances, and new projects to emerge and at times includes partners beyond the Americas, such as Israel and Germany for its 9th edition (the other 10 editions have been hosted by countries within the Americas).

3.4. Co-creating innovative solutions and flexibility

By bringing together partners in development that would not necessarily have met otherwise, triangular co-operation reduces fragmentation and provides combined solutions to development challenges in difficult contexts. The aim is to find solutions that are innovative, cost-effective, flexible and content-specific by involving local experts. Two examples will illustrate different types of innovation in triangular co-operation.

Firstly, Tunisia is working with Mauretania in sharing an innovative financial platform and bringing it to scale in the West Africa country by developing a “Platform for Mobile-Based Financial Services” (Table 3.7) with the objective of enhancing the financial inclusion in Mauritania, through the facilitation of the Islamic Development Bank. The partners brought

⁹ All 35 independent states of the Americas have ratified the OAS Charter and are members of the Organisation.

together the public and private sector for the benefit of citizens who are without access to banking systems.

Table 3.7. Case Story: Sharing and adapting an innovative solution to enhance financial inclusion

Project title:	Developing a Platform for Mobile-Based Financial Services
Countries/IOs:	Mauretania, Islamic Development Bank, Tunisia
Other partners:	Tunisian Post (Public sector), Digitus (Private Tunisian Enterprise) and the Mauritanian Post (MauriPost, Public sector)
Objective:	Enhancing financial inclusion in Mauritania
Description of activities related to the case story topic:	Setting up a mobile-based financial services platform based on Cloud Architecture. Developing and deploying standard services, namely cash transfer and scholarship distribution. Developing MauriPost Digital Strategy to set the principles and orientations that it will adopt while providing mobile payments. Analyzing the requirements of digitising the financial services of eight public and private entities. Developing and rolling out Mauritania-specific services such as paying the bills of public services and paying the monthly pensions for retirees. Implementing a communication campaign, to inform the Mauritanian citizens about the launching of the new services. Training MauriPost on operating the new platform, covering both frontline and backend functions.
Budget:	USD 830 000
Project period:	2019 - 2020

Source: Case story shared by the Tunisian Agency for Technical Co-operation (ATCT).

Second, triangular co-operation may be strong in co-creating innovative solutions in situations where no partner knows it all. Argentina, Mexico, Cuba, Brazil, and the European Union, together with universities from Colombia, Italy, and Argentina, embarked on a journey to explore ways of developing a sericulture in Latin America and the Caribbean. Through a combination of unique technical expertise ranging from biologists and agronomists to engineers and textile experts, encompassing all stages of the silk value chain, this project co-created targeted solutions for local producers and artisans in the region. It may be one of the few triangular co-operation initiatives, where funds are directly channelled to local producers and manufacturers of silk along with specific technical assistance in the fields of basic production, transformation and commercialisation. This approach allows for a degree of unprecedented flexibility where final beneficiaries are able to choose from a wide range of solutions and financial assistance, which in turn have a direct and immediate effect on their businesses. In parallel, academic project partners share their continued research and development in the fields of genetic improvements of silkworms, productivity enhancement and new commercial applications. The project can count with a total budget of 2 283 805 EUR for four years (2017-2020).

In a third case, Paraguay has shared an experience where co-creating innovations was at the heart of the activities geared at urban development in Asunción (Table 3.8). Paraguay has been working with Chile and Mexico, and Germany on different issues related to housing and social policies over the last years – at times including other partners, such as Cities Alliance or Australia, as further facilitators. A milestone achievement was developing – in a participatory culture – a holistic housing policy that includes social and economic elements in addition to construction and urban planning. The trust and close ties of the regional partners provides a space for new innovation to foster in different trilateral partnerships.

Table 3.8. Case Story: Co-creating innovative solutions to make Asunción more sustainable

Project title:	Co-creation of innovation for the sustainability of Asunción city
Countries/ IOs	Paraguay, Mexico, Germany
Objective:	The Municipality of Asunción is in a position to manage a favourable framework and initiatives for the co-creation (citizen, business and public) of innovations oriented towards the sustainability of the City of Asunción and its metropolitan area with a gender focus.
Budget:	Between USD 500 000 and 1 000 000
Project period:	2018-2020

Source: Case story shared by Paraguay.

The above cases emphasise the importance of sharing experiences across regions, but more critically the need to adapt good practice to local conditions. This provides a flexible approach to address similar challenges that is guided by local priorities and objectives.

3.5. Enhancing volume, scope and sustainability

Triangular co-operation can mobilise partners, in-kind resources and funding, thus increasing the volume and scope of development co-operation projects. It can also be an entry point for scaling-up bilateral projects, or be integrated into larger development co-operation programmes where a component of the programme may be implemented trilaterally. The example of Mesoamerica without Hunger (MsH, see Table 3.9) points to the increase in volume and scope while also addressing the long-term viability of the initiative and ensuring sustainability. To do so, the project Mesoamerica without Hunger anticipated that the strengthening of regulatory frameworks and policies was a crucial element in the fight against hunger in the region and it operated at different levels: regional, national and through a component with trilateral exchanges.

Table 3.9. Case Story: Mesoamerica without Hunger

Project title:	Mesoamerica without Hunger (MsH)
Countries/ IOs	Mexico, Belize, Colombia, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Dominican Republic and FAO.
Objective:	To promote regional actions in food and nutritional security as well as family farming to advance towards the eradication of hunger in Mesoamerica.
Description of activities related to the case story topic:	MsH accompanies processes to strengthen regulatory, institutional and public policy frameworks of food security and the technical actions which are to increase the resilience of the family farming, based on the complementarity and exchange of best practices in nine countries and at three levels: Regional: Compilation, systematisation, dissemination and exchange of knowledge, experiences and good practices, as well as technical assistance and capacity building. National: Implementation of differentiated actions within the framework of 10 lines of action aimed at strengthening family farming and food security through the technical support of FAO. Trilateral: Transfer of experiences and good practices by Mexican institutions to address the effects of drought through the improvement of water resource management in countries of the Central American Dry Corridor and other vulnerable territories, which affect the food and nutritional security.
Budget:	At least USD 15 million
Project period:	2015 – 2019

Source: Case story shared by the Mexican Agency for International Development Co-operation.

The project Mesoamerica without Hunger has recorded remarkable advances and it is currently a landmark for food and nutrition security co-operation as it has achieved national

solutions within the framework of a regional initiative. From its inception, AMEXCID has witnessed the high degree of ownership, e.g. through field visits in the target communities. MsH is executed at the technical level by FAO, who provides regional advice on the definition, characterisation and registration of family farming as well as the promotion of sustainable seed systems. FAO is not the only knowledge maker, since Mesoamerican knowledge networks have been established (parliamentary advisers, journalists and experts in rainwater collection) and systematically built into the project. The complementary expertise of other Mexican and Central American actors has been used to build bridges and co-create solutions to problems related to food security.

To conclude, it is imperative that the sustainability of the triangular co-operation initiative (from a programme perspective) is built into the programme life cycle. From the cases provided by the GPI partners, it was also found that sustainability was used interchangeably to address climate action (SDG 13), meaning environmental sustainability. We see this as a cross-cutting issue of the 2030 Agenda and address 'green' triangular co-operation in section 3.62. Enhancing volume, scope and sustainability is close to scaling-up, which will be discussed in more detail in Chapter 6.

3.6. Contributing to cross-cutting issues of the 2030 Agenda

As specified in the 2030 Agenda, triangular co-operation is a means to implement effective and targeted capacity-building in developing countries and to support their national plans to implement the SDGs (see SDG 17.6 and 17.9). In this way, triangular co-operation is linked to the Agenda's principles of universality, shared responsibility and of leaving no one behind.

3.6.1. Examples of leaving no-one behind

By adopting the 2030 Agenda, Member States have committed to leave no one behind in their implementation of the Sustainable Development Goals (SDGs). Despite progress in reducing poverty and inequalities, and improving health and education in relatively short periods of time, significant disparities remain across regions and within countries. Those often left behind are people living in poverty and other vulnerable situations, including children, youth, persons with disabilities, people living with HIV/AIDS, older persons, indigenous peoples, refugees and internally displaced persons and migrants (UNDESA, 2018^[24]).

For instance, the highlands of the Andes are remote areas that are not easy to reach through central government programmes. It is therefore challenging to address the high infant mortality rate in Bolivia: 24 babies out of every 1000 live births die before the age of one, giving the country one of the highest infant mortality rates in Latin America. Reducing infant mortality is a priority of Bolivia's 2016-2020 National Economic and Social Development Plan and Sector Health Plan.

The altitude and very specific living conditions in the Andes have led to a high incidence of heart diseases among new-borns. In fact, a congenital heart disease is the most common birth defect, with an incidence ranging from 19 to 75 per 1000 live births (Norrving, Mendis and Pekka, 2011^[25]). A triangular co-operation project to share Argentina's expertise in detecting and treating heart diseases in collaboration with Germany is focusing on strengthening the healthcare network and decentralised health services in Bolivia to reduce infant mortality by paediatric cardiology. It is aimed at the population with the fewest

economic resources and no access to healthcare in remote areas of the Andes, following the ‘leave no one behind’ principle of the 2030 Agenda.

A similar project addressing issues of indigenous women is implemented in Guatemala in partnership with Mexico and Spain, and aligned with Guatemala’s zero hunger pact programme. Adequate and prompt care for obstetric emergencies is a key component in reducing maternal-infant mortality. In rural areas of Guatemala in 2009, only 30% of the births by indigenous women were attended by a health professional. This is due to several factors, including the lack of staff training within clinics to manage obstetric and neonatal emergencies, limited access to services, the absence of women seeking for institutional childbirth care and lack of cultural acceptance of indigenous women. The triangular co-operation addresses cultural and medical issues at the same time by sharing experiences of Mexico through the facilitation of Spain.

Also focussing on women and youth, the International Trade Union Confederation is working on formalising the informal economy in Niger and Burkina Faso – two of the world’s poorest and least developed countries (Table 3.10). Workers in the informal sector are prone to exploitation and hazardous working conditions. In this framework, the Solidarity Support Centre, Movement for International Solidarity (MIS) of the General Confederation of Liberal Trade Unions (CGSLB) of Belgium has been supporting a South-South exchange between unions from Niger and Burkina Faso to improve social dialogue, contributing to more favourable working conditions for vulnerable workers in the informal and formal economy with focus on women and youth, contributing to leaving no one behind.

Table 3.10. Case Story: Trade unions leaving no informal workers behind in Niger and Burkina Faso

Project title:	Network for information sharing among trade unions on informal and vulnerable Workers
Partners	Intersyndicale des Travailleurs du Niger (ITN), Unité d’Action Syndicale (UAS) Burkina Faso, Organisation pour l’Harmonisation en Afrique du Droit des Affaires (HADA), CGSLB/MIS Belgium, ITUC
Objective:	Strengthened trade union partners are able to improve social dialogue, contributing to more favourable working conditions for vulnerable workers in the informal and formal economy with focus on women and youth.
	Study visits for experience-sharing workshops to harmonise and improve the respective labour legislation and strengthen union of action among trade unions at the national and regional level, especially as far as workers in the informal economy are concerned. The Burkinabè and Niger unions have been working together since 2013 to compare their respective labour laws in order to identify elements favourable to workers and to advocate for a uniform labour legislation at the West African Economic and Monetary Union level, especially as far as workers in the informal economy are concerned. These efforts are major and strategic, not only because they aim to strengthen workers’ rights but also because they are carried out in inter-unions platforms. Such co-ordination also strengthened their capacity to work together at the national and regional level vis-à-vis the regional integration institutions.
Project period:	2012-2016

Source: Case story shared by the International Trade Union Confederation.

In conclusion, these examples show that counter to the often-heard critique that triangular co-operation is a niche activity, working in specific niches which are underserved by others significantly contributes to the efforts of leaving no one behind.

3.6.2. Examples of ‘green’ triangular co-operation

Achieving the Sustainable Development Goals (SDGs) requires addressing the global environment directly (e.g. SDGs 13, 14 and 15), as well as dealing with environmental issues linked to other development activities and goals (e.g. SDGs 7, 11 or 12). At the same

time, most countries endorsed the Paris Agreement on climate change, as well as other environment-related agreements on biodiversity, desertification or disaster risk and resilience. Triangular co-operation may bridge and complement North-South and South-South co-operation on climate-related and other ‘green’ issues, cross-cutting at least six of the 17 SDGs.

‘Green’ triangular co-operation can be understood as triangular co-operation activities that target local environmental issues, such as tackling water pollution or enhancing air purity; as well as global environmental goods, such as adapting and mitigating climate change, stopping biodiversity loss or desertification. In order to develop environmentally friendly building material, the Czech Republic embarked on a European Commission supported project (Table 3.11) to use sheep wool as building insulation.

Table 3.11. Case Story: Czech Republic sharing innovative ideas with Mongolia in collaboration with the European Commission

Project title:	Turning Sheep Wool into Environmentally Friendly Building Material
Countries/IOs	Mongolia, Czech Republic, European Commission
Other partners:	People in Need
Objective:	The main objective of the project is to use sheep wool as building insulation.
Description of activities related to the case story topic:	In this project, Czech CSOs and two Mongolian organisations (NAMAC and MNEC) developed effective solutions in the Mongolian construction industry. Together, they developed sustainable supply chain of sheep wool building insulation as a green, environmentally friendly innovative product improving resource efficiency, contributing to poverty reduction, economic development and reducing air pollution and GHG emissions. Moreover, project sustainability was achieved by systematic linkages between small and medium-sized enterprises primarily represented by wool processors, wool product manufacturers and construction material producers at technical and economic level, and private and public consumers along with investors and policy-maker bodies at social and policy level.
Budget:	Project budget: approx. USD 3 000 000 Of which contribution by Czech Aid: approx. USD 101 500
Project period:	2013-2016

Source: Case story shared by the Czech Republic.

To ensure universal access to energy, address energy inequality and in contributing to climate change responses, KOICA, the Indonesian government and Timor-Leste established a new triangular co-operation project. The genesis of the co-operation was at a bilateral summit between the leaders of the Republic of Korea and Indonesia in 2017. A firm commitment has been made to improve the effectiveness of the project with support from UNDP with its expertise based on extensive experience in development. KOICA is committed to make collective efforts with its partners to align the project with the on-going UNDP development assistance and to comply with principles for harmonising development assistance (see Table 3.12). While the project focuses on clean energy, the ultimate objective is the reduction of poverty in Timor-Leste.

Table 3.12. Case Story: Accelerating clean energy access in Timor-Leste through triangular co-operation with Indonesia, Korea, and UNDP

Project title: Accelerating Clean Energy Access to Reduce Inequality (ASSESS)	
Countries/IOs	Indonesia, Timor-Leste, UNDP, Korea
Objective:	To ensure universal access to energy, address energy inequality and contribute to climate change response through expanding the scope of the solar energy project to energy poverty regions
Description of activities related to the case story topic:	The Indonesian government has established a national energy strategy to increase clean energy supply to at least 23% by 2025, and in order to fulfil the goal, it has been exerting its efforts to improve energy access in remote areas. Therefore, the Ministry of Energy and Mineral Resources of the Republic of Indonesia has made an official request to KOICA for a solar energy initiative and the Ministry of Public Works of Timor-Leste offered full co-operation including selection of project site. Through the project activities such as developing business model of community participation, fostering start-up business of system operation, and building infrastructure for appropriate solar technology, it is expected to generate economic and social value in the region and contribute to enhance the living condition of the vulnerable groups by targeting energy poverty region in Indonesia and Timor-Leste. As Korea and Indonesia recognise the significance of the beneficiary's for successful outcomes and the sustainability of the project, the Indonesian government bears the responsibility of project financing. It will help Indonesia 1) to strengthen its ownership over development assistance, 2) to engage in the decision-making process, 3) to achieve harmonisation of aid, and 4) to enhance accountability.
Budget:	KOICA: USD 2 300 000, Indonesia USD 10 000 000, UNDP: USD 20 000
Project period:	2020-2024 (five years)

Source: Case story shared by the Korea International Co-operation Agency (KOICA)

Key lessons can be learnt from the case stories in this chapter in relation to the comparative advantages and opportunities of triangular co-operation. Foremost is that triangular co-operation contributes directly to fulfilling the commitments to the SDGs by stakeholders and partners at a global level. Other valuable lessons include:

- Horizontal partnerships foster co-responsibility, joint decision making and provides a flexible approach to implementation and in finding joint solutions
- By building ownership and trust between all partners from the very beginning, triangular co-operation establishes strong, horizontal partnerships.
- Trilateral initiatives adapt well to the characteristics of certain regions and to the conditions of middle-income countries that are often providers and beneficiaries of co-operation at the same time.
- It promotes complementarity and effective co-ordination.
- Triangular co-operation strengthens and complements other mechanisms of bilateral and regional co-operation, encouraging the capacity development and at the same time promoting mutual learning.
- Sharing knowledge and lessons learned is an integral element of triangular co-operation.
- The multiplicity of actors in triangular co-operation implies a greater wealth in broader approaches and fosters conditions that make co-creation and innovation prosper.
- Triangular co-operation can mobilise partners, in-kind resources and funding, thus increasing the volume and scope of development co-operation projects.

Chapter 4. Challenges and opportunities to strengthen the institutional framework of triangular co-operation

In line with the 2030 Agenda, one of the features of the new development landscape that impacts triangular co-operation is the growing number of technical or development co-operation agencies or units worldwide. Global efforts to generate consensus on human rights, democracy and the environment in order to achieve overcoming poverty, food security, gender equality and environmental sustainability, are reflected in the discussion and approval during 2015 of the Sustainable Development Goals (SDGs) in the United Nations.

In this regard, Chile notes that the international co-operation system has ceased to be understood from a dichotomous perspective - that is, donor (developed country) and recipient (developing country). Efforts have been revitalised to assign greater prominence to different actors, modalities and instruments, including to middle- and high-income countries, as they are becoming stronger providers of co-operation (see Box 4.1).

Box 4.1. Chile's experience as a 'dual' country offering and benefitting from international development co-operation

For more than 15 years, Chile has assumed a dual role: on the one hand, as a beneficiary of international co-operation and; on the other, as a partner providing South-South co-operation. As a beneficiary of co-operation, Chile claims to continue facing development gaps that require international co-operation to complement national efforts. It is mainly about technical co-operation, training and adaptation of good practices that contribute to overcoming specific structural vulnerabilities.

At the same time, as a partner who offers co-operation, Chile is committed to making available to other countries experiences, exchange knowledge and lessons learned to strengthen institutional capacities and contribute to the strengthening of public policies towards third countries. This is also reinforced through modality of triangular co-operation. From a Southern and Chilean perspective, triangular co-operation reinforces the horizontality among partners and the principle of mutual benefit, establishing itself as one of the possible responses to the current financing challenges for an inclusive and sustainable development. Chile considers it to be an effective modality to strengthen the relationship between different kinds of partners, in line with its Policy and Strategy for Development Co-operation (2015-2018).

The Chilean Agency for International Development Co-operation (AGCID) understands triangular co-operation as a collaborative model, where the financial, technical and institutional possibilities of this type of co-operation for development allow, in most cases, to promote projects of greater technical density, length and with non-financial resources, allowing for synergies with mechanisms and instruments, of greater scope than bilateral South-South Co-operation.

Source: Input shared by the Chilean Agency for International Development Co-operation (AGCID).

As the Chilean case shows, many of these institutions are established in ‘dual’ countries. ‘Dual’ countries have both a beneficiary and a provider role, at times originating from the actors that co-ordinate incoming development co-operation, as in the case of AGCID that was already established in 1991. This new trend underlines that all countries can share knowledge, technology and resources with other countries, while still benefitting from the resources and know how that others can provide to them, which is in line with the goal of universality in the 2030 Agenda. Everyone benefits from co-operating and can be a provider and beneficiary in different situations. As such, new agencies are either being created out of units in Ministries of Foreign Affairs (or other Ministries responsible for international development co-operation), others are being reinforced through changing mandates. They often have a dual function and co-ordinate incoming and outgoing co-operation.

Against this backdrop, this chapter will first look at the institutional frameworks for providing development co-operation at the national level (Chapter 4.1). Then, it will delve deeper into the necessary skill sets (Chapter 4.2), and finally move to international experiences of voluntary reporting to grow the evidence base on triangular co-operation (Chapter 4.4). It concludes with some suggestions to mainstream the modality of triangular co-operation more systematically within the sets of instruments and tools of all countries, international organisations and other development stakeholders (Chapter 4.5).

4.1. Institutional set-up of providing development co-operation

Co-ordinating contributions among three or more partners in a horizontal way is a challenge for all partners involved (SEGIB, 2015_[26]) and correspondingly an interesting learning opportunity for them. Triangular co-operation seems like a good learning field for co-operation agencies and units responsible for managing development co-operation, be they new or well established (Knodt, Müller and Lázaro, 2012, pp. 117-141_[27])¹⁰. This is because it requires and combines the kind of skills that are becoming more important against the background of the 2030 Agenda (see 4.2). It is often assumed that new agencies learn from the established agencies of traditional providers of development co-operation. While this happens as well, at the same time agencies and other co-operation units of traditional providers are also adapting to a changing world and learning from each other. In the institutional set-up of providing development co-operation, at least four elements are important¹¹:

- 1) **The narrative and vision:** The narrative provides the political justification for development co-operation. Why does a country co-operate, although there are so many unresolved issues at home? Challenges do not stop at borders and cannot be resolved by one country alone. They can only be resolved together. This moves away from the dualistic tendencies inherent within development policy and calls for more horizontal partnerships. The institutional set-up has to adapt to these changes of the narrative and provide a vision for development co-operation in the era of the 2030 Agenda.
- 2) **The structure:** The institutional set-up of providing development co-operation consists in legally defined organisations, their respective tasks and their interplay with

¹⁰ Experiences of the German development co-operation since then have largely confirmed the ideas developed in this article.

¹¹ Inputs for sub-chapter 4.1 and 4.2 were received from Ulrich Müller, Senior Advisor, Gesellschaft für Internationale Zusammenarbeit (GIZ).

other organisations in the field of development co-operation, as well as resources, including a budget. Staff with corresponding capacities is designated to these organisations and a budget for running their respective business. The structures are established to create the necessary institutional stability and a security to act for all parts involved. It assigns responsibilities and guarantees that they are fulfilled. Once created, structures have a tendency to persist, but are also from time to time subject to reforms to adjust them to changing conditions.

- 3) **The procedures:** Within and between the organisations that generate the structure, procedures are defined that guide the day-to-day business operations. The procedures define who has to act when and according to which quality standards. They also provide security for all actors involved, but are more flexible than the structures, because the implications of changing them are lower. The procedures give incentives to move in desired directions and at the same time also sanction undesired effects. The incentives and sanctions are working within the structures according to the narrative. When the narrative changes, procedures have to adjust.
- 4) **Power relations:** Over the decades, development co-operation has become more and more a cross-cutting issue and less sectoral. Therefore, it tackles many strong interests in the power play within governments and also at society level writ large without being an eminently strong policy field. Structures and procedures are an expression of the power relations at stake (McEwan and Mawdsley, 2012_[28]). Many areas beyond development co-operation require balancing relations between government and other actors and need to be reflected in the structures and procedures of development co-operation.

These four factors are the same when it comes to reforming existing development co-operation systems or to set-up a new system. This is why experiences of practitioners within their respective country system of development co-operation show many similarities in spite of the very different conditions their countries may have regarding the socio-economic situation, political system etc.

Through its Reverse Linkage modality and the 3-2C initiative, the Islamic Development Bank supports its member states in establishing or strengthening agencies for South-South and triangular co-operation. The IsDB provides a space for exchange and joint learning for agencies or technical co-operation units from Azerbaijan, Comoros, Egypt, Guinea, Indonesia, Malaysia, Morocco, Nigeria, Palestine, Senegal, Tunisia and Turkey¹².

The decision of how to set up institutional frameworks depends strongly on the national context. There is no one-size fits all approach when it comes to the question of establishing an agency or a unit within e.g. the Ministry of Foreign Affairs which is responsible for South-South and triangular co-operation. When in the process of deciding on the structure, functions and responsibilities countries may have to take into consideration if the new institution will deal with incoming and outgoing co-operation, providing grants and loans for infrastructure investments (financial co-operation), technical co-operation, dispatching staff and experts, economic co-operation, scholarships, and cultural co-operation.

All these functions and responsibilities require policy coherence for sustainable development and a good co-ordination between political and operational tasks (Sideropoulos et al., 2015_[29]). Both have their own needs and professionalism. The relationship should be guided by mutual respect and understanding. Moreover, all functions

¹² Case story shared by the Islamic Development Bank.

and responsibilities are cross-cutting to sectoral tasks such as health, education, environment etc. Therefore, agencies are generally not bound to sectoral or line ministries but to core ministries such as finance, planning, foreign affairs, state secretariat. Nonetheless, co-operation agencies need to establish good and trustful working relations with sector ministries and other government institutions.

The experience of several Latin American countries, Indonesia, South Africa, Azerbaijan, and other countries - that are or were in the process of setting up agencies for international development co-operation - is very interesting in this regard. Some have worked with members of the OECD DAC and international organisations, e.g. UNDP. For instance, China has a long history of co-operating with UNDP and is recently increasing its engagement in triangular co-operation, based on its bilateral co-operation experiences (Zhang, 2017^[30]). Others have incorporated processes of systematic exchange on issues, such as project management, monitoring and evaluation in their triangular co-operation projects, for instance Mexico and Germany are jointly advising Guatemala in strengthening its institutional frameworks. In Box 4.2 Spain provides a glimpse of its experiences in collaborating with countries in Latin America and the Caribbean.

Box 4.2. Spain's experiences in working with different co-operation agencies or units to strengthen triangular co-operation

Ecuador

The Ecuadorian Technical Secretariat for International Co-operation (SETECI) and the Spanish Agency for International Development Co-operation (AECID) have co-operated since 2006. Their main achievements include: clear regulations, procedures and specialised personnel of SETECI; a co-ordination network of international co-operation agencies; the first programme and project evaluations have been conducted and catalogues of international co-operation have been developed. The second phase (2012 to 2014), focused on strengthening the Ecuadorian System of International Co-operation, with special attention to the Decentralized Autonomous Governments. The joint interest in South-South and Triangular Co-operation was due to the mutual trust generated since 2014 when the Memorandum of Understanding was signed between the AECID and the SETECI for the creation of a Triangular Co-operation Programme, which was developed between 2015 and 2018.

Support to the Peruvian Agency for International Co-operation (APCI)

From 2007 to 2012, the Project "Support to the Peruvian Agency for International Co-operation" was developed to establish a Decentralized National System for Non-Refundable International Co-operation, with a contribution of EUR 579 890 from AECID. This project not only reinforced the co-ordination between APCI and the local and regional Peruvian governments, but also produced the first catalogue of technical co-operation offers of Peru to other countries in the region¹³, resulting in triangular co-operation. As a follow-up, APCI updated this catalogue with its own funds.

¹³Available at:

<http://www.apci.gob.pe/images/CATALOGO%20DE%20OFERTA%20PERUANA/Peruvian%20Catalog%20of%20International%20Technical%20Co-operation%20Proposals.pdf> (last accessed 9 March 2019)

Support to the Institutional Strengthening of the Vice-Ministry of International Co-operation of the Dominican Republic

Since 2015, the AECID is supporting the institutional development of the Vice-Ministry of International Co-operation of the Dominican Republic, of the Ministry of Economy, Planning and Development. A series of initiatives are being developed, such as the elaboration of an International Co-operation Policy for the Development of the Dominican Republic, as vertebral axis of the National System of International Development Co-operation (SINACID), which also benefit the Dominican Republic's co-operation with other countries in Latin America and the Caribbean.

Triangular Co-operation Programme with Costa Rica

This programme with Costa Rica has aimed to offer the possibility to Central American institutions to exchange experiences and expertise with its Costa Rican counterparts, by means of an annual call for proposals. In the first phase, 22 actions and in the second phase 11 projects were developed. The third phase is focused on supporting the transfer of knowledge and expertise from Costa Rica to other countries in Latin America and the Caribbean on issues related to the environment and climate change.

Source: Case story submitted by the Spanish Agency for International Development Co-operation (AECID).

4.2. Elements for a skill set to engage in trilateral partnerships that contribute to achieving the 2030 Agenda

Triangular co-operation needs the same skills and follows the same standard procedures as any other co-operation project (see also Chapter 2). These include, among others: project planning, managing for results, financial management, communication and public relations, organisational development, and knowledge management. However, it has a direct link to some of the skills that are gaining in relevance and importance in a changing development co-operation architecture. Examples include:

- To create and promote networks.
- To generate and promote multi-stakeholder partnerships.
- To promote and accelerate innovation.
- To link the global level with national policy-making, implementation and the people.
- To promote learning among equals and co-creation (knowledge sharing).
- To provide flexible support through funds.
- To initiate and implement triangular/ trilateral co-operation.

Regarding the second point on multi-stakeholder partnerships, those that have made the step of engaging in the complexity of a triangular partnership - and the related negotiation processes (see Chapter 2) - will then find it quite easy and normal to include additional actors that are very different in their nature and constitution. Thus, triangular co-operation already bears the logic of multi-stakeholder partnership in its DNA, because it always requires integrating very different partners whose actions parts from different logics and

principles. From there it is not a far step to further increase variety and take in additional “others”, be it from private sector, CSO, academia or philanthropy (see Chapter 5).

In many trilateral initiatives, partnership maintains a higher degree of informality and flexibility compared to larger projects. Triangular Co-operation projects often work very well with high levels of voluntariness, which are constitutive for networks. The trust generated in triangular co-operation (see Chapter 2) allows forming the kind of protected space among the partners that innovation needs to prosper. Here, experimentation and testing can take place.

Through all these elements of network-like multi-stakeholder partnerships, knowledge sharing, co-creation and innovation, triangular co-operation may push organisations, such as co-operation agencies, to their limits. It creates a room of experience that goes beyond reproducing traditional/existing structures and processes and to shape new agencies that have the potential to become models of change. The example shared by the European Commission shows, how the EU is adapting its co-operation instruments and ways of working to the 2030 Agenda (Box 4.3).

Box 4.3. Addressing changes in the international co-operation system through a facility for triangular co-operation

Triangular co-operation is not a new modality in the international co-operation system. Since the 1970s there have been pioneering experiences of triangular co-operation in which developed countries joined efforts to support development processes in third countries.

What is new in the context of the current debate on development co-operation is that triangulation schemes are seen as processes that make it possible to better benefit of the comparative advantages of the different actors involved in order to comply with the Sustainable Development Goals (SDGs). This happens by building bridges between two complementary but differentiated paradigms, such as North-South co-operation and South-South Co-operation. In this sense, triangular co-operation is becoming attractive as an instrument that allows us to shape the concept of shared responsibility and leverage resources for international co-operation.

In 2015, the Directorate-General for International Co-operation and Development (DEVCO) of the European Commission launched the Regional Facility for International Co-operation and Partnership, renamed as ADELANTE. This Program constitutes a pilot exercise of triangular co-operation for Latin America and the Caribbean with the objective of improving the integration of the countries of the region and contribute to achieving their development objectives.

ADELANTE was thought of as an innovative mechanism that could capitalise on the EU experience in development co-operation while supporting South-South co-operation in the region. For that reason, it combined the promotion of peer learning and the strengthening of capacities with financial support for the transfer of technology, the provision of inputs or stimuli to production.

The added value of the ADELANTE programme is beyond co-funding eight projects with an overall budget of EUR 10 million. The scope of the actions covers almost the whole LAC region, with 18 countries and 54 organisations (public and private) participating in the activities, and contributing as a whole to SDG’s #1 and #17. These projects address

issues such as sustainable sericulture, policies for people on the street, restorative justice or entrepreneurship and business development.

After two years of implementation, it is possible to affirm that the EU's triangular co-operation through ADELANTE is: a) contributing to scale up the application of policies that have been effective for some countries in the region; b) facilitating regional exchanges aimed at searching shared solutions to the problems of development and social exclusion; c) allowing renewed partnerships with many middle-income countries that were beneficiaries and now providers of assistance; and d) establishing an implementation channel for development co-operation, which is not an end in itself but a tool to deliver the SDGs.

Source: Case story submitted by the European Commission.

4.3. Voluntary reporting on triangular co-operation to grow the evidence base

Partners in triangular co-operation could achieve greater results than the sum of their interventions would have yielded. Triangular co-operation does not only deliver direct development results: the collaboration can enhance the capacity of partners to tackle global challenges and to work together more strategically. It can lead to strong and trusting partnerships that often reach beyond the project. However, more evidence on how triangular co-operation can work on the ground is needed, e.g. through collecting data, reporting projects and increasing monitoring and evaluation of projects. This needs to happen more at the national and global level. Strengthening the reporting on a national level by collecting data and project information through agencies or units managing development co-operation is crucial to inform national policymaking and strategic priorities.

A widespread challenge is that triangular co-operation initiatives are often not labelled as such. Many countries, international organisations and other stakeholders, such as philanthropy, work trilaterally without being aware of using this modality. Others already regularly implement components of larger development co-operation programmes as triangular co-operation initiatives, but only report the larger programme.

At the global level, reporting goes hand-in-hand with sharing knowledge. The example of putting in place a mechanism for light touch reporting and data collection by the SEGIB in Ibero-America (see Box 4.4) could be inspirational for other regions.

Box 4.4. Example of a voluntary reported mechanism - the Integrated Ibero-American South-South and Triangular Co-operation Data System

Collecting, cross-checking and aligning data to the SDGs – an experience from Ibero-America

The Ibero-American General Secretariat (SEGIB) has achieved a significant impact on improving the quantity and quality of the information and gathering of SSC data. SEGIB designed, constructed, and launched an online platform for regional SSC data with unique characteristics: the so-called Integrated Ibero-American South-South and Triangular Co-operation Data System (SIDICSS). Like any other data platform, the SIDICSS makes it possible to register, store, analyse and report data. Its added value is the possibility to make a cross-check of the data among countries, a process which allows the final information contained in the SIDICSS to have the greatest technical consistency and political legitimacy.

Nevertheless, this is not the only achievement of these years. The countries of Ibero-America, including their civil servants in charge of technical units and their Heads of Co-operation, as well as the SEGIB team and the Ibero-American Program for the Strengthening of South-South Co-operation (PIFCSS) have developed other key tools for studying and analysing SSC. In fact, nowadays and considering the importance of the 2030 Agenda, we can say that the region is developing a methodology to identify the possible contributions and/or alignments of South-South and Triangular Co-operation with the Sustainable Development Goals (SDGs). Although this process is under way and it will not be completed until the second half of this 2019, there is a methodological proposal which was tested in 2016. It can be used as an example for illustrating its full potential as well as some of its main result (see Box 1.4).

Authors: Silvia Lopez and Cristina Xalma, Ibero-American General Secretariat (SEGIB).

SEGIB and the UNDP Regional Service Centre for Africa are jointly working on creating a similar regional mechanism for reporting South-South and triangular co-operation in Africa. They highlight that there is a need to build a reporting system on triangular co-operation, based on national priorities and data to grow a culture of reporting, monitoring and evaluating, reflecting the complete trilateral idea on its full scale, scope and lessons learned to help maximise outcomes for future initiatives and fully harness the benefits of this modality¹⁴.

Furthermore, 20 countries beyond the DAC membership report their activities through the OECD DAC statistical system. Compiling all of these efforts into one voluntary reporting system, e.g. within the UN system, would enhance the evidence base and lead to a better understanding of how triangular co-operation works and which lessons are learned by different partners.

4.4. Mainstreaming triangular co-operation

For some, triangular co-operation is often still a niche activity, small in scale and scope and that still needs to prove its value in contributing to achieving the 2030 Agenda. BAPA +40

¹⁴ Input received by the UNDP Regional Service Centre for Africa.

provided a unique opportunity to learn more about the results, challenges and opportunities of triangular co-operation. By drawing on the experiences of different countries and institutions, this section aims to spark some ideas of how to better use and mainstream triangular co-operation, where it seems the best-suited approach.

When deciding on a new project, ideally all partners would systematically determine how to best achieve results, be it bilaterally, regionally or trilaterally. Furthermore, if the decision is to implement it bilaterally or regionally, components of trilateral activities and projects could be included, such as in the EU's regional programme Euroclima + or EuroSociAL.

In this regard, the experience of Madagascar is insightful. Madagascar and Japan were co-operating in a bilateral project to increase the productivity of the rice sector and protect river basins with a budget of USD 500 million and a duration of five years. The project was already ongoing when both sides realised that the Japanese technology was not adequate for the climatic conditions and overall context of Madagascar. It was only by asking Indonesia to join the project and bring in its expertise and adapted technology was the project able to achieve its aims. JICA's proposal of including Indonesia in this project was based on previous bilateral and trilateral co-operation and the trust in the view that Indonesian technology would fit the context of another tropical country. Through the training by Indonesian experts, their partners in Madagascar were able to use and maintain the technology and increase their rice production. Similar to the EU, Japan often plans triangular co-operation components as part of larger programmes. These are then not reported or promoted as triangular co-operation, but are part of the *modus operandi* of JICA.

Another option is to set up joint funds for triangular co-operation, where countries interested in working with one or more of the trilateral partners submit project proposals. Examples include the triangular co-operation funds of Spain with Costa Rica and Uruguay (see Box 4.2), the German Regional Fund for Triangular Co-operation in Latin America and the Caribbean and the Triangular Co-operation Support Fund of Morocco and Belgium for the benefit of other African countries (Table 4.1).

Table 4.1. Case Story: Support Fund for Triangular Co-operation projects of Morocco and Belgium in other African countries

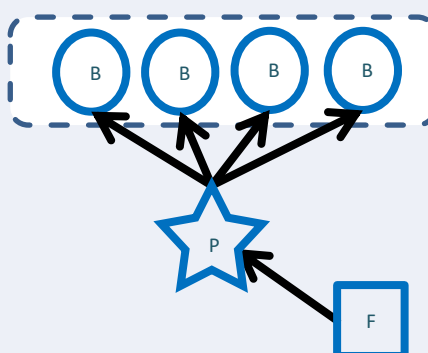
Project title:	Triangular Co-operation Support Fund Phase II
Countries/IOs	Morocco, Belgium, countries in Africa
Other partners:	Moroccan experts
Objective:	To promote and support actions and exchanges in the areas of training and transfer of know-how for improving specific skills in African countries.
Description of activities related to the case story topic:	To date, seven training programmes were organised in Morocco on issues related to: water, health, energy, animal health, media and public finance for 104 professionals from 32 African countries; Dispatching of Moroccan expert to an African country for assistance to the territorialised management of underground water.
Budget:	EUR 400 000
Project period:	2014-2019

Source: Case story shared by the Moroccan Agency for International Co-operation (AMCI).

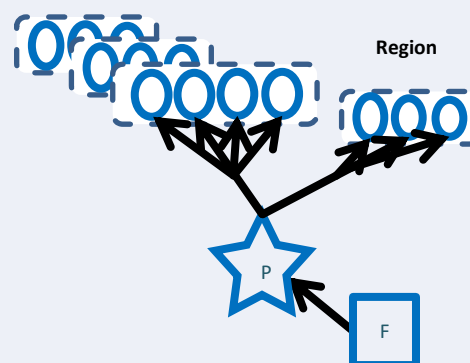
Furthermore, Japan proposed a typology of five good practices of triangular co-operation which may support in mainstreaming the modality more systematically and strategically (see Box 4.5 and Chapter 6 for specific project details).

Box 4.5. Typology of five good practices to promote triangular co-operation

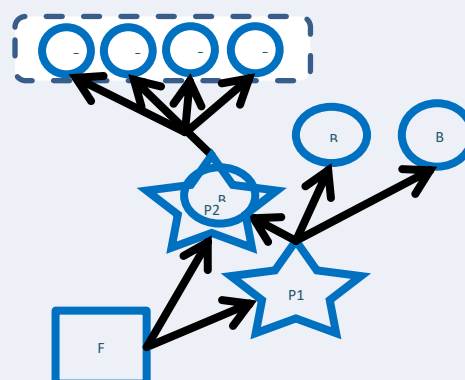
1) Regional Centres of Excellence: In this type of triangular co-operation, regional centres serve as a vehicle to promote knowledge sharing in other countries. One example is the KIZUNA project between Chile, Japan and countries in Latin America and the Caribbean. The facilitator has a close, trusting and longstanding bilateral relationship with the pivotal country. Through this collaboration, the pivotal gains extraordinary expertise in a certain sector, in this case disaster risk management, and begins to serve as a regional centre of excellence which is in a position to now share its acquired expertise with beneficiaries throughout the region. In the case of the KIZUNA project, universities and research institutes are already strong partners in the triangular co-operation, but in a next step and through the new 2030 Japan-Chile Partnership, they aim to strategically build public-private partnerships and involve the private sector more in the trilateral initiatives.



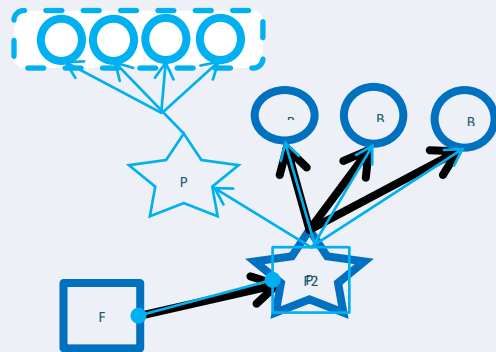
2) Global Centre of Excellence: The aforementioned structure builds the basis for the next type, which is then extended to a global scale. The example of Japan working with Indonesia on maternal health care, first in one region, then throughout the whole country for more than 20 years is the basis for creating a successful regional centre. This centre then expanded its scope to Africa and Latin America and the Caribbean, becoming a global centre of excellence. Through this long-term collaboration and the trust that was built throughout the years, the transaction costs were considerably low.



3) “Two-step triangular co-operation”: Again, the starting point is a successful bilateral co-operation, which was spotted in Sri Lanka in the case of the 5S-KAIZEN-TQM project and then shared with Tanzania. That is the first triangular co-operation. In another step, the experience of Tanzania was scaled up and share with countries in Africa Asia and the MENA region. Thus, from a bilateral co-operation, two trilateral initiatives grew in different steps and the beneficiaries (Sri Lanka and Tanzania) became pivotal countries in sharing their knowledge through the facilitation of Japan.



4) Emerging development co-operation agency: The facilitator - in this case Japan - may support in establishing a new agency for international development co-operation, thus strengthening the role of the pivotal partner, in this case Turkey. The pivotal partner is then well equipped to engage with beneficiary and other pivotal partners in triangular co-operation. TİKA, the Turkish Co-operation and Co-ordination agency, it was established in 1992 to provide capacity building to support post-Soviet countries in their transition. Today TİKA has 61 offices in 59 countries around the globe.



5) Strengthening regional integration systems and scaling-up by including multilateral institutions: Examples include Japan’s experiences of working with the Central American Integration System (SICA) or the Association of Southeast Asian Nations (ASEAN). Switzerland provided an example of scaling up experiences from Central and South Asia to Africa through the facilitation of a multilateral development bank, the Islamic Development Bank (see Chapter 6).

Source: Input provided by Japan, based on the presentation of Prof. Akio Hosono at the G20 Development Working Group Side Event “Effective Triangular Co-operation for Achieving the 2030 Agenda” on 23 January 2019 in Tokyo.

Triangular co-operation is a tool to achieve development and partnership objectives. It is not an end in itself. As such, it should be included in the usual set of instruments of development partners. The decision to opt for a trilateral approach needs to be taken on a case-by-case basis. Overall, more evidence is needed on how and in which situations triangular co-operation is the best-suited approach. Based on the inputs to this report, the preliminary findings point to triangular co-operation as being:

- Strong in negotiation, finding innovative ideas and solutions, bringing different actors together (including non-state actors) to work on a specific problem;
- A very good approach to finding solutions in areas where there is no convincing solution yet, and where the problem needs to be closely analysed for better understanding;
- Good in scaling up experiences and approaches, adapting them to the reality and need (demand) of the beneficiary country/ies;
- Able to ease difficult situations and blockades, which can arise due to political, financial, or personnel constraints. If one partner faces constraints, the others may jump in to provide stability and accountability to the beneficiary;
- Able to deliver sustainable results due to high ownership and the involvement of many actors (multi-stakeholder approach). All actors benefit and provide at the same time (dual roles for all). Thus, trilateral constellations break up vertical relationships, foster mutual benefit and ‘triple’ win-situations.

Chapter 5. Working in multi-stakeholder trilateral partnerships

The 2030 Agenda encourages and promotes effective, public, public-private and civil society partnerships, building on the experience of each partner. Multi-stakeholder partnerships may mobilise and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries (SDG 17). Whereas multi-stakeholder partnerships are promising, at the same time, they are challenging – requiring more co-ordination and sensitivity for different organisational cultures, objectives and interests.

Most of the time our commitment to collaboration comes from our acknowledgment that we do not have enough: not enough resources, not enough technical expertise, not enough money, not enough time to achieve the work that could be done or the work that should be done. This realisation is a huge driving force to seek out support and partners and build trust¹⁵.

The data that the OECD collected on triangular co-operation shows that 40% of all projects in the online project repository are multi-stakeholder, involving the private sector, civil society, institutional philanthropy, academia, sub-national actors and other partners beyond governments and international organisations. Therefore, this Chapter sheds light on how multi-stakeholder trilateral partnerships work and provides some examples of working with the private sector (Chapter 5.1), civil society (Chapter 5.2.), institutional philanthropy (Chapter 5.3), academia (Chapter 5.4) and on the sub-national level, e.g. among cities (Chapter 5.5).

5.1. Engaging the private sector in triangular co-operation

Given the need to move from billions to trillions to achieve the 2030 Agenda, the private sector plays an important role in triangular co-operation projects as a source of creativity and innovative energy as well as in providing financial resources. As such, a diverse set of businesses and firms may in scaling-up, enhancing the reach and, ideally, increasing the impact of triangular co-operation in the long term. Businesses, small and large, are increasingly adopting approaches and business models that focus on profitable solutions to development challenges by targeting new markets and customers. In this section, we will showcase the views and experiences of the private sector about engaging in triangular co-operation, and lessons and challenges faced by governments in engaging the private sector in triangular co-operation.

The Mexican National Retail Association (ANTAD) shared a special case (see Table 5.1) that is an example of collaboration beyond the ‘usual suspects’ of companies providing infrastructure. The project grew organically and it is now already in its second implementation phase. It provides a virtual platform and database for supermarkets, department stores and suppliers, which has reached hundreds of small and medium-sized enterprises in Central America and has enabled them to market and offer their products to buyers. Moreover, an environmental component was added to this project.

¹⁵ Based on the experiences of the AES Corporation.

Table 5.1. Case Story: ANTAD, Mexico, Guatemala, Honduras, Germany triangular co-operation

Project title:	Promoting small and medium-sized suppliers via the ANTAD.biz platform and its environmental component
Countries/ IOs	Mexico, Guatemala, Honduras, Germany
Other partners:	Mexico: National Retail Association of Mexico (ANTAD), Business Co-ordinating Council (CCE); Guatemala: Chamber of Industry of Guatemala (CIG); Honduras: Honduran National Business Council (COHEP), Chamber of Commerce and Industry of Tegucigalpa (CCIT)
Objective:	To promote and integrate SMES suppliers through ANTAD.biz platform and its environmental component.
Description of activities related to the case story topic:	The Mexican ANTAD runs the virtual platform ANTAD.biz with a linked database for supermarkets, stores and suppliers. ANTAD.biz also makes it easier for SMEs to market their products to buyers. The objective of the TrC is to open up ANTAD.biz to SMEs in Guatemala and Honduras. The use of the environmental component encourages SMEs to adopt more environmentally friendly methods for producing goods and services, thus strengthening sustainable development in the region. The objective of the second phase is to consolidate the business model of the ANTAD.biz platform and its environmental component in Guatemala and Honduras, through regional expansion in the partner countries and sectorial diversification of the companies as well as through the implementation of individual business plans that are financially sustainable. Likewise, local capacities in sustainable business should be developed through trainings for suppliers and buyers as well as train-for-trainer measures.
Budget:	Both phases between USD 500 000 and 1 000 000
Project period:	2015 - 2019

Source: Case story shared by the Mexican National Retail Association (ANTAD)

Development partners can provide adequate economic incentives for profitable investments and entrepreneurial activity to take place in the parts of the economy – sectors and value chains – that are most critical for achieving the SDGs. For example, they can support businesses by identifying unmet societal needs, under-served populations and areas of future economic activity in developing countries. The support from development partners can contribute to increasing the knowledge of local contexts and capacities that can serve as an important basis for the effective design of triangular co-operation initiatives. At the same time, development partners may facilitate the process of creating enabling conditions, thus contributing to addressing market failures and assisting in harnessing creative solutions. Increasingly, development partners also provide finance and guarantees to reduce the risk of conducting operations in new challenging markets (GPEDC, 2018a_[31]).

Based on data that was voluntarily reported to the OECD on triangular co-operation, private sector actors are also becoming growing contributors to triangular co-operation projects across the globe. Knowledge on the effectiveness and impact of these partnerships with the private sector, particularly for vulnerable groups and those left furthest behind, is still limited. Some initial discussions (GPEDC, 2018b_[32]) and evidence on the issues surrounding the effectiveness of private sector engagement through development co-operation among some stakeholders point to the need to¹⁶:

- i. Take into consideration the business case and strive for integrated business models in order to create economic *and* development results that can be monitored and measured to facilitate learning and the scaling up of successes.

¹⁶ These elements are in line with agreed development effectiveness principles and the voluntary guidelines on effective triangular co-operation presented in this report.

- ii. Foster trust and strengthen inclusiveness through ongoing dialogue with all relevant stakeholders;
- iii. Instil ownership in partnerships to ensure that local values and experience can maximise the development impact of private sector engagement; and
- iv. Recognise and mitigate risks for public and private stakeholders and partners¹⁷.

For instance, Norway has facilitated an exchange between two companies, which constitutes just one example of how economic and development results can be created through knowledge sharing and mutual learning in triangular co-operation (see Table 5.2). E-waste management is in itself a pioneering activity in Africa, where both companies learn as they go along, and share innovations that they make in safely collecting, handling, recycling and disposing electronic waste.

Table 5.2. Case Story: Norway, Kenya, Madagascar trilateral partnership among companies

Project title:	E-waste management in Kenya and Madagascar
Countries/IOs	NOREC – Norwegian Agency for Exchange Co-operation
Other partners:	Waste Electrical and Electronic Equipment Centre (WEEE-Centre), Kenya Vohitra Sarl, Madagascar
Objective:	To develop a new innovative approach to e-waste management in Africa and improve operations of two modern e-waste management facilities in Madagascar and Kenya.
Description of activities	Within the framework of staff exchanges, both companies learn from each other through the exchange of ideas and joint research on handling e-waste for a green, safe and healthy environment, especially with regard to innovative ways of collecting, recycling and safely disposing e-waste. The companies co-operate in creating innovative practices for urban mining for both companies to scale up their businesses. Moreover, the companies campaign together to inform the public about the environmental and health harms posed by electronic waste, and hence create awareness messages that also have an impact and a return on investment to the businesses. The companies work together on policies for the adoption of regulations by the National Governments in the respective countries.
Budget:	USD 300.000
Project period:	2018-20

Source: Case story shared by Norwegian Agency for for Exchange Co-operation (NOREC)

The experience of the AES Corporation, a private global power utility company, shows that in order to come up with project ideas that could solve the most challenging issues of sustainable development affecting us today, collaboration is required to align the interests of corporations with the needs expressed by stakeholders. These need to be incorporated into the corporations' strategies to ensure trust, business sustainability and the sustainable development of the local communities. It requires corporate leadership to spend the time to get to know the stakeholders, share experiences through win-win projects, to establish trust and to be perceived as good partners. It also requires convening power and credibility in order to identify pressing issues and bring all relevant actors to the table with different perspectives, resources and expertise (compare elements ii and iii mentioned above). It is all about 'recharging' ourselves and defining together the amount of energy we want to put into our interconnections to make a brighter future by sharing ideas, resources, risks and success.

This view from the private sector is complemented by experiences of governments, such as Chile, Indonesia, and Turkey, working in partnerships with the private sector. For Chile,

¹⁷ Based on the input received from the OECD-UNDP Joint Support Team of the Global Partnership for Effective Development Co-operation (GPEDC) and the BRICS Policy Center.

public-private development partnerships are innovative, they allow for the sharing of responsibilities among partners, and they can incorporate new visions and actors in development co-operation. These partnerships are based on joint-decision making processes that may lead to new development solutions, which can make the best use of the experiences of all partners.

Indonesia has worked with the Singosari National Artificial Insemination Centre, an Indonesian private enterprise in Kyrgyzstan, with the support of the Islamic Development Bank. The collaboration began as a public-private partnership, but will continue after the official duration as a business-to-business partnership (see Table 5.3).

Table 5.3. Case Story: Islamic Development Bank, Indonesia, Kyrgyzstan co-operation

Project title:	Reverse Linkage on the Strengthening of Artificial Insemination of Livestock with Kyrgyzstan
Countries/ IOs	Indonesia, Kyrgyzstan, Islamic Development Bank (IsDB)
Other partners:	Singosari National Artificial Insemination Centre (SNAIC) Kyrgyz Scientific Research Institute of Livestock and Pastures (KSRLIP)
Objective:	To strengthen the institutional capacity of Kyrgyzstan to manage an artificial insemination programme and to upgrade the production value chain to improve the quality of frozen semen. Eventually, this will lead to improved livestock productivity through genetic improvement of local breeds and the development of an effective distribution network to the end user
Description of activities related to the case story topic:	Indonesia has experience and expertise in developing artificial insemination on livestock through its centre of excellence, Singosari National Artificial Insemination Centre (SNAIC). To respond the request from Kyrgyzstan to improve their livestock productivity through the genetic improvement of local breeds, Indonesia appointed SNAIC to give technical assistance on various aspects with KSRLIP within the project. The participation of SNAIC was aimed to ensure the sustainability of co-operation under a business-to-business approach.
Budget:	USD 1 370 000
Project period:	2015 - 2017

Source: Case story shared by the Indonesian Ministry of National Development Planning and the Islamic Development Bank.

The Turkish Co-ordination and Co-operation Agency (TİKA) is a strong advocate for involving the private sector in international development co-operation. Its triangular co-operation experience with Bosnia and Herzegovina shows how the expertise of the private sector and small public funds can have a large impact on creating future opportunities (Table 5.4).

Table 5.4. Case Story: Turkey, Bosnia and Herzegovina, UNDP triangular co-operation

Project title:	Transfer of Knowledge and the Establishment of Vocational Training Centre in Northern Bosnia Project
Countries/ IOs	Bosnia and Herzegovina, Turkey (TİKA), UNDP Istanbul International Centre for Private Sector in Development (IICPSD)
Other partners:	Bursa Design and Technology Development Center, Bursa Chamber of Commerce and Industry
Objective:	Transfer of Knowledge and the Establishment of Vocational Training Centre
Description of activities related to the case story topic:	In co-operation with the Bursa Design and Technology Development Centre (BUTGEM), which operates under the Bursa Chamber of Commerce and Industry, 12 workers and 5 instructors from Bosnia and Herzegovina received vocational training in Bursa on specific programs of work of computer numerical control (CNC) machines and were able to transfer and use the acquired skills and experience in their country. With the project, a school building in Gradacac that was destroyed by heavy shelling during the war was transformed into a vocational school with the aim of creating a BUTGEM-model vocational training centre. The Centre is expected to give training to around 200 workers a year and its sustainability is ensured by the engagement of private sector and other local stakeholders
Budget:	In the beginning of the project TİKA's support was 104 000 USD. During the successful implementation the project budget reached to over 550 000 USD with more funding from UNDP, Gradacac Municipality and business partners (Turkish and Bosnian entrepreneurs).

Source: Case story shared by the Turkish Co-operation and Co-ordination Agency (TİKA).

In today's generation of triangular co-operation, many projects are already of a multi-stakeholder nature and engaging the private sector has numerous benefits. At the same time, there remain several challenges to engaging the private sector more effectively (OECD, 2019_[33]):

- **Awareness:** There is a need to raise awareness among the private sector for the benefits of engaging with development partners. It is crucial to showcase the impacts of private sector engagement through development co-operation in terms of demonstrating results for communities and businesses. This can contribute to building trust across sectors by demonstrating accountability for impact (OECD, 2019, p. 23_[33]). Likewise, some governments have already started working systematically with the private sector in development and triangular co-operation (see cases throughout this section), and these efforts could be expanded. In the case of triangular co-operation, it could be argued that there is a triple awareness gap: awareness of the modality and its benefits, awareness by the private sector of the opportunities to engage in co-operation with development actors and awareness by development actors of the benefits for engaging the private sector through triangular co-operation. The example in table 5.5 illustrates how this triple awareness gap was overcome within the context of working with 25 multinational companies in water authorities in different Latin American countries.

Table 5.5. Case Story: Brazil, Chile, Colombia, Peru, Switzerland, UN Global Compact, 2030 Water Resources Group trilateral partnership on water footprint

Project title:	SuizAgua Andina – El Agua Nos Une Latinoamérica
Countries/ IOs	Colombia, Peru, Chile, Mexico and Brazil UN Global Compact 2030 Water Resources Group (WRG)
Other partners:	National Water Authority (Peru), Agency for Climate Change and Sustainability (Chile), General Directorate of Water (Chile), National Business Association (Colombia), National Institute of Hydrology, Meteorology and Environmental Studies (Colombia). Implementers: Agualimpia (Peru), Fundación Chile (Chile), Fundación Getulio Vargas (Brazil), CADIS (Mexico).
Objective:	To establish an operational corporate water footprint framework to enhance responsible and sustainable water use of companies in five Latin-American countries.
Description of activities related to the case story topic:	Water footprint (WF) went from an unknown concept to a well appreciated tool by private sector, public institutions, academia and research centres. More than 25 multinational companies from diverse productive sectors implemented the WF concept. From a Peruvian public institution, the National Water Authority, launched a Blue Certificate as voluntary scheme with the support of SDC and other partners. In Colombia, implementation is in close co-ordination with the National Business Association (ANDI)
Budget (in USD):	SDC Budget (Phase 02): Peru + Chile + Brazil: 1 600 000 (USD) Colombia + México: 1 589 000 (USD) Total: 3 189 000 (USD)
Project period:	(Phase 2: Colombia, Peru, Chile, Mexico, Brazil): 10.2016 – 01.2020 (Phase 1: Colombia, Peru, Chile): 02.2010 – 02.2015
Project period:	2015-2020

Source: Case story shared by the Swiss Agency for Development and Co-operation (SDC).

- Communication and dialogue:** Creating and maintaining partnerships among the private sector and development actors requires speaking each other's 'language', i.e. understanding objectives and agreeing on common frameworks. Experience of working in triangular co-operation on the ground can lead to a better mutual understanding and foster interest in the type of partnerships that are fit to work in today's changing development architecture.

The International Trade Centre has taken up a facilitating role in communicating and connecting East African countries with India (see Table 5.6). Both regions have similar development patterns and there is potential to expand the business partnership, and to learn from Indian know-how, technology, and 'frugal' innovation. Before the project, the government and private sector representatives from both regions had not fully exploited this potential and communication was a challenge.

Table 5.6. Case Story: Supporting Indian Trade and Investment in Africa

Project title: Supporting Indian Trade and Investment in Africa (SITA)	
Countries/ IOs	Ethiopia, Kenya, Rwanda, Uganda, the United Republic of Tanzania, India, United Kingdom, International Trade Centre (ITC)
Objective:	Increased value of business transactions between India and selected East African countries by promoting investment, trade and technology partnerships
Description of activities related to the case story topic:	<p>Despite an enormous untapped potential for trade expansion between India and Africa, data reveal that a limited number of products are currently being traded. India's trade with Africa is concentrated in certain sectors and countries, and it is dominated by exports of primary commodities. While the potential for export diversification exists, it may not be realised without targeted intervention. With the growing importance of South-South co-operation, India's expertise can be leveraged to build trade capacities in African partner countries through the sharing of knowledge, technology and lessons learnt. The project responds to the challenges that selected East African countries face in increasing and diversifying exports. It also addresses the trade priorities of the beneficiary countries so that they may achieve sustainable development. The objective will be achieved by enabling access to India's market and facilitating investment and transfer of Indian knowledge, expertise and technology to East Africa</p> <ul style="list-style-type: none"> - Promoting public-private dialogue and partnerships; - Improving capacities of East African companies and TSIs; and - Creating business linkages.
Project period:	2015-2020

Source: Case story shared by the International Trade Center (ITC).

- **Evidence and data:** Increasing tracking and documenting initiatives would increase awareness and understanding. Based on triangular co-operation data that was voluntarily reported to the OECD, private sector actors are growing contributors to triangular co-operation projects across the globe and help to drive the achievement of green goals. However, this is only a first glimpse at triangular co-operation with the private sector and more evidence and data on the results of these partnerships are needed. To harness its full potential, private sector engagement through triangular co-operation could benefit from the greater collection of data, information and discussion on the more structured impact of measurement in this area, paired with discussions in different fora on how to improve partnerships to reach the 2030 Agenda and the Sustainable Development Goals.
- **Scaling-up:** There is potential to scale up the engagement of the private sector in effective triangular partnerships. For instance, the private sector could contribute seed money to partners that want to ensure a quick start to projects or invest in revitalising existing partnerships by leveraging funds and expertise to grow the initiative further (see Chapter 6 for further ideas and examples).

In conclusion, the cases throughout this section have illustrated different ways of engaging the private sector in triangular co-operation. By joining forces, partners from the public and private sector have been able to advance common development goals and create innovative solutions. Some challenges in better understanding the different logics of intervention and organisational cultures remain. The potential of engaging the private sector as a partner in achieving the 2030 Agenda still needs to be explored further. A next step could be to analyse these and other cases further to draw conclusions on the success factors for effectively engaging the private sector in triangular co-operation.

5.2. Working with civil society organisations in triangular co-operation

Civil society is firmly established as a crucial development actor in the global development co-operation architecture (GPEDC, 2012^[34]; GPEDC, 2016^[35]) and seen to play a key role in the implementation of the 2030 Agenda. In particular, CSOs contribute by (a) producing and analysing data and monitoring implementation, (b) reviewing and shaping development policies with technical expertise, (c) ensuring that the voices of the marginalised and vulnerable populations are taken into account, (d) providing access to groups in remote locations, and (e) raising awareness and bringing more stakeholders on board to achieve the SDGs.

Triangular co-operation is increasingly moving beyond government-to-government partnerships. The vibrancy of civil society organisations (CSOs) around the globe is providing a new ecosystem for development partnerships, which can be complemented by elements of North-South partnerships in the form of triangular engagement. The inclusion of CSOs in triangular co-operation can serve to enhance its effectiveness. CSOs play roles that complement but can be distinct from those of government or the private sector and they often have comparative advantages. CSOs can add value through their extensive on-the-ground knowledge, local networks, sustained interaction with local beneficiary populations, and their ability to include people living in poverty and otherwise marginalised. This is conducive to demand-driven and locally owned triangular co-operation initiatives. CSOs are already active in triangular co-operation and have years of development experience in many countries that are now leading in triangular co-operation.

For CSOs to make full use of their potential to contribute to triangular co-operation – and to sustainable development at large – development actors need to provide enabling legal, policy and regulatory frameworks that allow effective CSO participation. An enabling framework for Triangular Co-operation would allow:

- CSOs to participate in official triangular co-operation programmes;
- CSOs to engage in a variety of relationships with diverse stakeholders in triangular co-operation. This includes both direct partnerships with governments or between CSOs (e.g. case stories shared by the ITUC);
- CSOs to initiate triangular co-operation programmes.

Triangular co-operation could also benefit from partnerships with CSOs by facilitating multi-disciplinary knowledge-sharing with participation of civil society, the scientific community, and the private sector in new and existing fora for sharing policy and practice on triangular co-operation across institutions¹⁸.

The case of India illustrates how the developmental experience, expertise and insights of Indian CSOs are being leveraged by development co-operation agencies to support initiatives in the other developing countries. The Research and Information System for Development Countries (RIS) India¹⁹ has contributed extensive research on triangular co-

¹⁸ Contribution by Karin Fällman, Team Leader/Senior Civil Society Specialist, OECD Development Co-operation Directorate with references to the work of i.a. [Task Team on CSO Development Effectiveness and Enabling Environment](#)

¹⁹ Inputs and views by Sachin Chaturvedi, based on the forthcoming RIS/OECD Working Paper on “Engaging civil society organisations in triangular co-operation – Experiences from India”.

operation projects involving CSOs for this Chapter. For instance, the Self-Employed Women Association (SEWA) is an eminent women organisation in India, which has contributed to creating jobs and economic support mechanisms. Through the facilitation of USAID, SEWA is now working to provide professional and leadership training to Afghan women. Nearly USD 1.5 million was extended to the Indian CSO to provide skills in the areas of garments, embroidery, food processing and marketing to Afghan women. A success factor for this project was that the knowledge and experiences of SEWA are closer to the realities of Afghan women and socially more acceptable than would often be the case for projects of other international NGOs.

Another initiative is an example of scaling-up innovation from India to other countries in Asia and to Africa. For this, 20 Indian innovations in the area of family planning, child and maternal health care were shared with selected African and Asian countries through the USAID's Global Linkages project in 2016. The project has mapped 50 of the most promising Indian healthcare innovations and is designing tools to assess the technical and commercial feasibility for transferring and adopting best practices to other countries. Kenya and Bangladesh are keen to adopt the emergency medical transport management system and health insurance claim management processes piloted in India. Afghanistan, Angola, Ethiopia, Ghana, Mali, Mozambique, Nigeria, Tanzania, and Uganda have also emerged as potential partner countries based on health indicators and cross-learning opportunities.

Promoting mutual learning and exchanging experiences across key development sectors are at the heart of collaboration among several Indian CSOs in Africa through the facilitation of the UK Department for International Development (DFID) (see Table 5.7).

Table 5.7. Overview of some DFID supported triangular co-operation with Indian CSOs in Africa

Name of the CSO	Sector	Country
Digital Green	Agriculture, Health and Nutrition	Ethiopia, Ghana, Niger and Tanzania
Development Alternatives	Natural Resource Management and Clean Technology Solution	Malawi
Gram Vaani	Social Media Platform for Social Development	Kenya, Tanzania and South Africa
The Society for the Promotion of Area Resource Centers (SPARC)	Housing, Sanitation, Resettlement and Rehab	South Africa Zimbabwe Kenya Tanzania Ghana, Uganda, Malawi
Pratham	Child Literacy, Education and Computer Aided Learning	Ghana, Guinea-Bissau, Kenya, Tanzania, Uganda, Mali and Senegal
Pradaan	Livelihood and Rural Development	Ethiopia, Ghana, Mozambique and Tanzania
Public Affairs Foundation	Knowledge based services	Africa, Southeast Asia and Central Asia

Source: Input by Sachin Chaturvedi, based on data from the RIS India database.

Migration is a global issue that requires global solutions. In this regard, the Mexican International Development Co-operation Agency (AMEXCID) worked closely with the NGO Save-the-Children in a project in El Salvador, Honduras, and Guatemala with the support of Germany, on the prevention of migration of unaccompanied children and adolescents in communities of origin in countries of the Northern Triangle of Central America. The approach is to improve livelihoods and opportunities for personal, economic and social development in selected communities. The project is running for three years with a budget between USD 1 000 000 and 5 000 000. This case is an example of how through involving a CSO, trilateral partners can contribute to tackling one of the biggest global challenges of today.

The Arab Centre of Arab Woman for Training and Research (CAWTAR) is a regular partner in triangular co-operation projects. It recognises the benefits of collaboration in combining the strengths and expertise of different partners in order to improve the living conditions of women, especially in the MENA region. In a trilateral initiative with the Arab Gulf Programme for Development (AGFUND) and Germany, CAWTAR provides support on financial inclusion for young female and male entrepreneurs in Tunisia and Palestine. The projects follow a specific gender approach, as it is based on the assumption that women's economic empowerment is a first step towards more gender equality. As such, it tackles young female and male entrepreneurs alike and trains them to use financial products effectively to start and maintain their business. The project had a life span of 2 years (2017/2018) and a budget of USD 500 000.

This section has shown how civil society engages in different trilateral partnerships with governments to tackle today's most pressing development challenges. The case of India shows how the experiences of establishing a strong civil society with organisations that have a good reputation beyond the Indian borders can be shared with countries inside and outside the region. The examples also show that CSOs are able to take up different roles in development processes: as direct partners of the beneficiaries, as facilitators of local change processes, as implementers of government programs, as advocates for change towards sustainable development or as national, regional or global networkers.

5.3. Engaging institutional philanthropy in triangular co-operation

According to data that the OECD collected from 26 philanthropic organisations in development co-operation, in 2017, philanthropy has contributed USD 6.1 billion, of which 38% of the funding is channelled through civil society organisations. Although, this may seem modest compared to Official Development Assistance which was at USD 178.4 billion, philanthropy was the second largest actor in the health sector worldwide. One third of philanthropic funding benefitted Africa and two thirds are spent in middle-income countries (OECD, 2018a^[36]).

At the same time, philanthropy is good at testing innovations and using small resources or seed money to scale up solutions. The Gulbenkian Foundation, the European Foundation Centre and the OPEC Fund for International Development (OFID) emphasise that many representatives of philanthropy engage in triangular co-operation projects, but do not label or report them as such. Examples included turning cocaine plantations in Colombia into cacao plantations with the support of São Tomé and a Portuguese foundation. New trilateral constellations also include foundations from different parts of the world working together, e.g. the Bill and Melinda Gates Foundation joining forces with Chinese foundations in Africa.

Most philanthropic activities are in middle-income countries. The value added of institutional philanthropy could be in their ability to take risk in fragile contexts and least developed countries²⁰. Triangular co-operation may be a good tool to work in risky countries, addressing the political context, and to share the risk among different partners, e.g. bilateral co-operation agencies and philanthropic organisations.

The example in Table 5.8 shows how philanthropy can facilitate sharing good practices. For nearly a decade, Bangladesh has been accumulating social, economic, and cultural

²⁰ Based on discussions during a meeting with philanthropic institutions in Lisbon, Gulbenkian Foundation, 28 January 2019.

dividends through what has been described as a “miraculous transformation” in delivering quality public services to citizens’ doorsteps. Until now, Bangladesh has saved 1.2 billion person days, 4.7 billion US Dollars, and 627 million visits through reducing the time, cost, and number of visits (TCV) it takes citizens to access public services. This was made possible by the Bangladeshi government’s instrumental and catalysing “a2i-Innovate for All” programme.

Through these citizen-centric innovations and the establishment of a sustained pursuit for service decentralisation, behavioural-insights based policy advocacy, and empathy-driven innovation culture, a2i has been able to unfold the true potential in the government to improve the lives of the citizens. To proliferate the novel innovations generated from Bangladesh to a global scale, to facilitate rapid leapfrogging by slashing the needs for countries to reinvent the wheel every time a problem needs a solution, a2i has immersed itself in South-South Co-operation involving Maldives, Bhutan, Philippines, Cambodia, Fiji, and Somalia. By facilitating matchmaking workshops and field visits in collaboration with prominent global platforms, a2i is leading in South-South arena.

Table 5.8. Case Story: Knowledge sharing from Bangladesh to Peru

Project title:	Maturing of SDG Tracker products through mutual sharing of SDG monitoring knowledge, product design, and impact evaluation.
Countries/ international organisations:	Government of Bangladesh, National Institute of Statistics and Informatics (INEI), Government of Peru, “a2i-Innovate for All”.
Other partners:	The Children's Investment Fund Foundation (CIFF), UK.
Objective:	To establish a framework of co-operation between a2i, Government of Bangladesh and INEI, Government of Peru on monitoring and tracking SDGs, and provide technical support for the customisation of the “SDG Tracker” to the distinctive Peruvian needs and requirements.
Description of activities related to the case story topic:	Given the extensive experience of a2i in efficiently sharing its experiences, insights, and good practices in the Global South, the Children's Investment Fund Foundation (CIFF), an independent philanthropic organisation based in the UK has joined hands with a2i to work with Peru. The a2i Programme is now sharing its knowledge, experiences, and expertise in implementing the “SDG Tracker” with Peru, involving CIFF as the facilitating triangular co-operation partner.
Project period:	Three Years

Source: Case story shared by Bangladesh.

In summary, the role of philanthropy needs to be further explored, also in terms of scaling up trilateral partnerships. These insights and the case from Bangladesh point to the potential of partnering more with philanthropy, but not to the challenges, limitations and opportunities on a global scale.

5.4. Working with academia in triangular co-operation

Academia is an important partner in triangular co-operation, for two main reasons. First, academia can contribute research and it is a source of inspiration for new solutions to development challenges. For instance, Portugal contributed a case where Universities from Brazil and Portugal share their research findings with Mozambique to increase the sustainable coffee production in the Gorongosa National Park (see Chapter 6, Table 6).

Furthermore, academia and think tanks play a crucial role in capacity development and training. This role is illustrated through a case shared by Turkey which was facilitated by Japan. The Turkish Co-operation and Co-ordination Agency, TİKA, used the expertise and training facilities of the Middle East Technical University Ankara (METU) to provide

training to Bangladesh, Myanmar, Pakistan, and the Philippines in the area of “Disaster Risk Management and Building Disaster Resilient Communities - Third Country Training Programme Jointly Implemented by TİKA, JICA and METU”. The objective was to provide participants with key knowledge related to effective reduction of disaster risk and management of disasters. Academics from various departments working with the disaster management implementation and research centre (METU DMC) participated in the training. It is aimed to transfer the key knowledge accumulated by the Turkish and Japanese experts through METU-JICA collaboration that has been going on since more than a decade and it is enriched with TİKA’s expertise in knowledge transfer.

Mexico and Switzerland shared their experience of working with a network of 21 universities in Latin America (Table 5.9), of which shows how triangular co-operation among universities can achieve good results and lead to follow-up by including new partners and strengthening public university curricula.

Table 5.9. Case Story: Mexico and Switzerland working with 21 Universities in Central America

Project title:	Education programme in support of the development and consolidation of technical and institutional capacities in climate change related risk management and adaptation and in Central America
Countries/ IOs	Mexican Agency for International Development Co-operation (AMEXCID), Swiss Agency for Development and Co-operation (SDC), Superior Council of the Universities of Central America – CSUCA (Nicaragua)
Other partners:	Secretariat of Public Education, Directorate General of Mexico's Education TV National Center for Disaster Prevention of Mexico –CENAPRED National Institute for Environment and Climate Change of Mexico (INECC) 21 public universities of Central America
Objective:	To transfer education technologies to make education about risk reduction and climate change more accessible to the population in general and the education community in Central America specifically.
Description of activities related to the case story topic:	The experience was innovative, because it puts into practice the triangular co-operation modality within the region, thus supporting the efforts for regional integration in Central America and diversifying the Mexican co-operation by involving more actors. The triangular co-operation between Mexico, Switzerland and CSUCA has emerged as a way to further spread the information to the vulnerable population, to increase the critical mass of students who are taught risk management and to ensure the teachers/professors apply adequate pedagogy and technology for this task. The project succeeded in building the capacity of about 1000 teachers/professors, and to develop methodological guidelines for the integration of risk management in the curricula of the universities. This triangular co-operation contributed to sharing specialised knowledge from Mexican experts to teachers/professors and researchers from Central America who nowadays make use of audio-visual education as a tool in the curricula of their universities, also in exchange with Swiss universities.
Budget:	Total budget: USD 3,595,294.28; of which Swiss contribution: USD 315,000.78; In kind contribution from Mexico: USD 3,230,794.50; contribution from CSUCA: USD 49,500.00
Project period:	2016-2018

Source: Case story shared by the Mexican Agency for International Development Co-operation (AMEXCID) and the Swiss Agency for Development and Co-operation (SDC)

Overall, based on data gathered through the OECD’s online project repository, academia already is the most common non-governmental partner in triangular co-operation. Going forward, it could be used more to spark innovation and share new ideas which could prosper in a trilateral environment with different views and experiences in development co-operation.

5.5. Decentralised triangular co-operation

The 2030 Agenda recognises the key role of cities and regions to localise and achieve the Sustainable Development Goals (SDGs). An estimated 65% of the 169 SDG targets will not be reached without proper engagement of, and co-ordination with, local and regional governments, including SDG 11 “Sustainable Cities and Communities” (UN Sustainable Development Solution Network, 2016). Currently, cities and regions represent a missed opportunity to maximise development impact. According to recent estimates, achieving the SDGs in cities could generate USD 3.7 trillion in savings and new opportunities (WBCSD 2018). Yet, most of the world’s urbanisation growth will take place in developing countries. This shifting demand from sub-national actors creates new challenges and there is a need for better understanding of how to fill the financing and capacity gap recognised in the Addis Ababa Action Agenda (AAAA para 34).

New approaches are emerging that can empower local and regional actors to harness more inclusive partnerships in support of the 2030 Agenda. Beyond financial flows, decentralised co-operation is taking on new and innovative modalities and peer-to-peer partnerships, including south-south, triangular, and south-north co-operation and reaching out to new actors including academia, CSOs, multilateral organisations, philanthropic organisations, and the private sector. Cities and regions are well positioned to transfer experience, knowledge and know-how, as well as identify innovative solutions to local development problems: health, sanitation, water, electricity, public transportation, education, etc.

For instance, the ZIGESA Trialogue is a peer learning between cities and their associations in South Africa, Zimbabwe and Germany to exchange expertise on geographic information systems, advocacy and lobbying, and knowledge management in local government. Harare, eThekweni and Munich started this collaboration in 2014 for two years with a budget between USD 100 000 and 500 000. It was extended to include the Zimbabwean city of Bulawayo and continued working in a network among cities after the formal co-operation, which was supported by the German government, ended²¹.

Already, an estimated 70% of the world’s cities are involved in some form of city-to-city information exchange (UCLG, 2015_[37]). Urbanisation, with a growing number of megacities, will increasingly affect the developing world, with some 2.5 billion additional people living in cities by 2050, and a share of world’s population living in urban areas growing from 54% to 66%²². Against this background, regional and global networks that represent local governments are willing to take the lead in “localizing” the SDGs (Table 5.10). According to the Union of Ibero-American Capital Cities (UCCI), for this to happen it is necessary to build individual and collective capacities by:

- Strengthening local institutional capacities with the collaboration of other cities and international organisations;

²¹ Further information on the genesis and follow-up of this project is available on the website of the City of Munich, URL: https://www.muenchen.de/rathaus/Stadtpolitik/Partnerstaedte/Harare/Staedtische_Projekte/kooperationsprojekt.html (last accessed 01 March 2019).

²² See forthcoming 2019 OECD Report on Decentralised Development Co-operation (DDC).

- Encouraging political and technical dialogue, not only between cities, but also between municipal networks.
- Strengthening local institutional capacities with the collaboration of other cities and international organisations;
- Diversifying co-operation and financing mechanisms between and for cities;
- Achieving better political positioning of cities through their municipal networks in international forums.

Table 5.10. Case Story: Triangular co-operation among municipalities in the Mercosur

Project title:	Mirada Ciudadana - Good governance in Mercosur municipalities
Countries/ IOs:	Uruguay (Intendencia de Cerro Largo); Chile (Municipality of Peñalolén); Chile (Municipality of Los Andes); Argentina (Municipality of San Isidro); Brazil (Municipality of Aceguá); Brazil (Municipality of Candiota); Paraguay (Municipality of Presidente Franco); Paraguay (Municipality of San Bernardino); European Union
Objective:	To improve the governance and implementation of quality public policies that reduce the gaps of existing inequalities in the region.
Description of activities related to the case story topic:	With local governments as beneficiary, pivotal and facilitating partners, this innovative project has embraced the principles of the 2030 Agenda as the blueprint that guides all activities. SDGs 5, 10, 11 and 16 may be the most evident goals related to this project, but all 17 goals are indivisibly embedded in the project's actions, with a universal approach regardless of the development levels of the partners. The project has engaged in a process of localising the goals in order to track progress on each one of the countries involved and has ensured that there is relevant representation from all segments of society, for which CSOs are a fundamental part of all actions. It also follows the principle of multi-stakeholder partnerships through the involvement of not only local governments and a multilateral organisation such as the European Union, but also the private sector, central government and academia.
Budget:	512 159 EUR
Project period:	1 January 2017 – 30 June 2019 (30 months)

Source: Case story shared by the EU Commission.

Often, the dynamics of the political and technical follow-up of the SDGs applied by national governments and cities are not necessarily compatible. Therefore, triangular co-operation activities between cities need to consider the particularities of the local actor against the national. It could be argued that they are even more evident in actions among local actors than national governments. Co-operation between cities has independence and equality in each intervention and consolidates the principle of non-interference, since solutions to urban problems have a better adaptation in cities than could be given between states. Consequently, there is greater ownership, sustainability and mutual learning processes, thus minimising the cost and the bureaucracy of the action (Table 5.11)²³.

²³ Based on inputs received by the Union of Ibero-American Capital Cities (UCCI).

Table 5.11. Case Story: Triangular co-operation among cities in Latin America and the Caribbean and Spain

Project title:	Study of South-South and triangular co-operation (SSC-T) Between Cities of Latin America and Strategic Allies
Countries/IOs	Mexico City, San José, Medellín, Bogotá, La Paz, Asunción, Buenos Aires, Santa Fé, Madrid, Mercociudades
Other partners:	Union of Capital Cities of Iberoamerica (UCCI)
Objective:	The study aims at establishing a culture of managing South-South and Triangular Co-operation that the cities of the region have, including their relations with other networks, such as Mercociudades.
Description of activities related to the case story topic:	The objective of the first phase of the study was to identify the legal and / or normative, institutional and operational mandate that facilitates the realisation of SSC and triangular co-operation actions in the cities studied. The objective of the second phase of the study was to identify the internal variables that favour or limit management (strategic and methodological guidelines, qualified personnel, availability of technological and financial resources), the type of actors and the role they play in the actions of South-South and triangular co-operation. The objective of the third phase of the study was to know the status of implementation of the SSC and triangular co-operation activities, the quantitative and qualitative variables of the projects in execution, their relationship with the SDGs. The results of the study allowed to obtain a referential map of the current situation of the managing SSC and triangular co-operation in the cities involved, as well as a list of proposals aimed at improving these actions from the perspective of the participating Latin American cities, of Madrid City Council and Mercociudades.
Budget:	EUR 9 000
Project period:	April-July 2018

Source: Case story and text shared by the Union of Ibero-American Capital Cities (UCCI).

In their contributions to this report, Peru and Spain pointed to the need for local or regional governments to be involved in triangular co-operation. The Andalusian Regional Government is partnering with the Departmental Government of Canelones in Uruguay and the Municipality of Corocoro in Bolivia, which is the capital of the Province of Pacajes in a project supporting territorial innovation policies for social inclusion. The triangular co-operation project has a budget of 80 000 EUR and it started in the first trimester of 2019. The aim of the project is to strengthen local governance to reduce inequalities based on social determinants such as health, environment and gender. The Departmental Government of Canelones, in Uruguay, which has 30 municipalities, decided to promote human development through its Strategic Plan 2015 – 2020, encouraging integral policies together with the community, empowering the participation of the people in actions concerning the determinants such as: environment, culture, habitat, nutrition, education, life habits, economy and gender. To respond to this objective, the project "Local Health Plans" was created as a tool that enables the analysis and prioritisation on health in each municipality, based on health determinants.

The Andalusian Regional Government has wide experience in the achievement of Participatory Plans, as well as a model and program Network of Local Action in Health, developed through the Ministry of Health. Bolivia, through the Municipality of Corocoro, has identified the experience of the Departmental Government of Canelones in the adoption of these innovative and integral policies with territorial anchorage. It requests technical assistance to develop policies referring to the environmental conditions and specially referred to the workers in relation to their modality of production (mining). The municipal government intends to promote the participation of the community by generating participatory strategies that include risk prevention, education and qualification.

This triangular co-operation project is bi-directional, in the understanding that all partners will play the roles of beneficiaries, pivotals, and facilitators, acknowledging that each one has strengths and capacities to share, as well as weaknesses and concrete needs which may

be addressed by the other partners. The project encourages to set up a network of knowledge and data exchange. This network is based on the implementation of territorial experiences of citizen participation, and it enables the countries to share know-how and to get to know different strategies to approach and strengthen capacities, such as through methodological transfers and their adaptation to the local realities.

Following a similar approach, Peru and Germany worked with three local governments in Guatemala to increase tax management, drawing from the experiences of Peru in this field (Table 5.12).

Table 5.12. Case Story: Peru, Germany and three local Governments in Guatemala

Project title:		Improvement of Local Tax Management in Guatemala
Countries/ IOs	Peru, Guatemala, Germany	
Objective:	Improve tax management of three local Governments in Guatemala (Amatitlán, Vila Nueva y Mixco), specifically improving the operational processes such as the public service, tax collection and audit.	
Description of activities related to the case story topic:	The diagnosis undertaken before the project. The diagnosis indicated that the three selected local governments faced weak public management, low tax collection and different level of development. In this context and based on the successful experience carried out by the Tax Administration Service (SAT) in Peru, this project worked through internships, workshops and ongoing co-ordination with the three Guatemalan local Government to increase property tax collections. The project allowed for an improvement of public officials' capacities, a better organisation at the management and documentation level, as well as the improvement of public service infrastructure in the three local Governments. In addition, valuable results - the Manual "Property Tax Management – Best Practices" - was published and shared with all the local governments of Guatemala. At the end of the project, it was possible to verify the generation of solutions to common problems, with an added value that consisted in sharing experiences from a multi-country perspective. The project, developed by countries of the same region and similar contexts, presented proposals for solutions with more accurate results, with a view to implementing good practices and knowledge transfer.	
Budget:	EUR 400 000	
Project period:	2011-2014	

Source: Case story shared by the Peruvian Agency for International Co-operation (APCI).

In conclusion, this section showed how partners work trilaterally at different sub-national levels:

- Triangular co-operation among cities and associations;
- Triangular co-operation among local or provincial governments and municipalities;
- Multi-stakeholder triangular co-operation among municipalities, private sector, international organisations and civil society;
- Triangular co-operation among government actors supporting local governments.

More attention needs to be on these partnerships, as the 2030 Agenda will be achieved on all levels of governance. Cities, municipalities, provinces, regions and local governments are all key players to ensure that development is inclusive and leaves no one behind in urban and rural areas.

Chapter 6. Good practices of scaling-up triangular co-operation to achieve the 2030 Agenda

The scaling up of triangular co-operation shares common goals with traditional development co-operation. These include increasing programme and project coverage, knowledge management and capacity development and institutional development that contributes to impact and sustainability. This is a significant move away from the historic approach to scaling-up that predominately focused on increasing project funding or bringing other development co-operation partners on-board. The challenge has been the approach to be adopted for scaling up. There are several ways to scale up triangular co-operation²⁴. These are covered in the sections below:

- Scaling-up to other regions, countries or continents (Chapter 6.1)
- Scaling-up the partnership over time (Chapter 6.2)
- Extending to other levels of governance (Chapter 6.3)
- Scaling-up towards alliances that address global challenges (Chapter 6.4)

Finally, this Chapter concludes with assessing the main opportunities and challenges for scaling-up in triangular co-operation.

6.1. Scaling-up to other countries, regions or continents

Successful experiences in one region may be shared with other regions, countries or even continents and adapted to the conditions there. This adaptation is not trivial, because different local conditions require adjustments in processes, technology and the manner in which partners are involved in the project. It may be also necessary to find a partner who catalyses the move to another geographic setting. In the first example, this role has been taken up by the Islamic Development Bank. In Kyrgyzstan, India, Pakistan, and Tajikistan - Switzerland supports enhancing food security, water efficiency, and income of at least 45,000 farmers that produce either cotton or rice through the Water Productivity Project (WAPRO). It is a multi-stakeholder partnership involving the private sector and research institutes. Within the scope of the larger programme, the know-how from a “small-scale” pilot project in Pakistan is now being scaled up and shared with ten countries in West Africa. The scaling-up process was possible by finding a partner with the right resources, including a network of 57 member states, the Islamic Development Bank. Through a complementary partnership and co-financing model, the Islamic Development Bank and partners (via soft loans) finance the roll-out in Africa and Switzerland finances the South-South transfer of WAPRO know-how, which is needs-based and demand-driven (see Table 6.1).

²⁴ Inputs for this Chapter were received from Ulrich Müller, Senior Advisor, Gesellschaft für Internationale Zusammenarbeit (GIZ), Germany.

Table 6.1. Case Story: Sharing experiences from West and South Asia with Africa

Project title:	South-South Knowhow Transfer from SDC's Water Productivity Project (WAPRO) in Asia to the Islamic Development Bank's Regional Rice Value Chain Program (RRVCP) in West Africa
Countries/ international organisations:	Switzerland/SDC, Islamic Development Bank (IsDB), Pakistan, Niger, Senegal, Burkina Faso, Guinea, Sudan, the Gambia, Sierra Leone, Mali, Cote d'Ivoire, Benin
Other partners:	WAPRO partners (UN Environment, Sustainable Rice Platform SRP, International Rice Research Institute IRRI, Helvetas Swiss Interco-operation)
Objective:	To boost productivity in rice production in ten West African countries in an economically, socially and ecologically sustainable way through introducing WAPRO knowledge to the IsDB's RRVCP in West Africa.
Description of activities related to the case story topic:	Innovative partnership between SDC and the IsDB, whereby Switzerland feeds in and finances the transfer of knowledge on private sector engagement along the value chain, sustainability aspects (in particular water stewardship) and building inclusive multi-stakeholder initiatives from its WAPRO pilot project in Pakistan to the IsDB's RRVCP in West Africa aiming to improve the livelihoods of around 2 million smallholder households.
Budget (in USD):	SDC grant for knowledge transfer: USD 500 000; soft loan for the RRVCP by the IsDB and partners: USD 370 million
Project period:	2018- 2020

Source: Case story shared by the Swiss Agency for Development and Co-operation (SDC)

The example of a “double” triangular co-operation (see Box 4.6) in the health sector, shows how successful bilateral experiences can be scaled up to trilateral initiatives, which are then scaled up to other countries and regions to further triangular co-operation. The concrete example is the Japanese 5S-KAIZEN-TQM approach which was first shared bilaterally with hospitals in Sri Lanka. Through the Asia Africa Knowledge Co-Creation Program for health sector quality improvement in developing countries, Tanzania participated in a training session in Sri Lanka. This was the starting point for a fruitful triangular co-operation where Tanzania gained expertise in the 5S-KAIZEN-TQM approach and rolled it out to 56 public hospitals in Tanzania. Through the facilitation of Japan, Tanzania then started sharing its experiences in further trilateral initiatives with Bangladesh, Egypt, Kenya, Malawi, Niger, Nigeria, Sri Lanka, Sudan, Uganda, Zambia, and Zimbabwe. Tanzania has benefitted from this experience through a regular exchange among peers which will increase confidence in improving the health system. In the partner countries, national facilitators on 5S-KAIZEN-TQM have been trained and can promote guidelines and training for a national roll-out in the respective countries. A close network of collaboration among countries in different regions that face similar challenges was established through this project²⁵.

Expanding a programme or a triangular co-operation initiative to other countries requires ownership and support from all the involved partners. This expansion is greatly enhanced by the existence of a common goal or demand from beneficiary partners. Portugal provided an example of scaling-up based on know-how and work with other institutions (see Table 6.2).

²⁵ Based on presentation by Ms Elizabeth J. Fupe, Ministry of Health, Tanzania, 23.01.2019, Tokyo.

Table 6.2. Case Story: Brazil, Portugal, Mozambique

Project title:	Sustainable Coffee Production in Gorongosa National Park
Countries/ IOs	Camões IP (Portugal); Brazilian Co-operation Agency (Brazil); Ministry of Land, Environment and Rural Development (Mozambique)
Other partners:	Higher Institute of Agronomy / University of Lisbon (Portugal); Ministry of Land, Environment and Rural Development (Mozambique); Gorongosa National Park (Mozambique); and the Federal University of Espírito Santo (Brazil)
Objective:	To mitigate the effects of deforestation and climate change, promote agribusiness and increase the income and food security of rural families
Description of activities related to the case story topic:	The Espírito Santo University (Brazil) joined a project of the Higher Institute of Agronomy (Portugal) - based on its know-how in the coffee area, and following previous work these two institutions developed together - which resulted in the participation of the Brazilian Co-operation Agency in the project.
Budget:	800 000 EUR
Project period:	Five years

Source: Case story shared by the Camões Institute for Language and Co-operation, I.P., Portugal.

6.2. Extending to other levels of governance

Scaling-up as an extension to other levels of governance can be a movement in two directions. In the first case, a successful solution at the local level is transferred to the national or even global level of political decision-making. Here the solution is included in policy standards or regulations. This requires a translation from doing to regulation. At first, the local case has to be recognised as a good example for the goals of the respective policy. Secondly, the logic and modus operandi of the trilateral partnership need to be understood well by policy makers. Partners in triangular co-operation can support translating the project into the other's language – logic of intervention (Table 6.3). The challenge is not specific to triangular co-operation, but with one partner more the chance of a successful translation may increase.

The Climate and Clean Air in Latin American Cities Plus (CALAC+) project also illustrates how triangular co-operation feeds into global policymaking. First Chile applied Swiss expertise in the use of diesel particle filters and clean air legislation, then Colombia, Mexico and Peru have each implemented innovative approaches to tackle air pollution based on the Chilean experience and finally these experiences have been promoted as good practice through the Climate and Clean Air Coalition to Reduce Short-Lived Climate Pollutants (CCAC).

Table 6.3. Case Story: Pacific Alliance

Project title:	Regional Integration to Promote Sustainable Production and Consumption Project in The Pacific Alliance
Countries/IOs	Chile, Colombia, Mexico, Peru, and Germany.
Objective:	To promote the regional integration for sustainable production and consumption in the countries of The Pacific Alliance, based on Mexico's and Chile's experience.
Description of activities related to the case story topic:	One of the main achievements of this project was the agreement between the four countries to identify the three key products and the two strategic services in public sustainable procurement: printing and copying paper, office vehicles and furniture; services: food services and printing services that can be applied at a regional level. Results were systematised and presented in an edited video which was published in the official website of The Pacific Alliance and communicated by the four agencies through media like Facebook and Twitter. This is the first co-operation project within The Pacific Alliance that was financially supported by an observing country (Germany) and that combines the participation of over 15 institutions in the five countries.
Budget:	USD 468 000
Project period:	2015-2018

Source: Case story shared by the Mexican Agency for International Development Co-operation.

In the second case, triangular co-operation is used to support the implementation of national or global policies at local levels. Here the experience triangular co-operation partners have made at home may serve as an example as to how to resolve the challenges of implementation. The example of Mesoamerica without Hunger (see Chapter 3.5 for more details) illustrates both ways of scaling-up well. The global policy or initiative (supported by the UN Food and Agriculture Organisation) is adapted to the local contexts of communities throughout Central America. At the same time, Mesoamerica without Hunger translates these experiences into policies and accompanies legislative processes of the national chapters of the Parliamentary Fronts against Hunger in Latin America and the Caribbean, and to Parliamentary bodies, such as the Latin American Parliament.

6.3. Scaling-up the partnership over time

Development co-operation programmes and projects make a timely and limited contribution of three to five years to often longer standing change processes. As Chapter 1 shows, many triangular co-operation projects have a rather short lifespan. While there are good reasons for projects to define a clear ending point, the logic of partnerships is different. Well established, trustful partnerships have the potential to take up new tasks and challenges, thus reducing the time to gain traction because partners know each other. For instance, they are aware of: policy certainty; governance challenges; absorptive capacity of the beneficiary partners; understanding local conditions/environment or legislative limitations. In triangular co-operation, scaling-up a partnership over time has a very high importance and this coincides with a high number of cases in which the partners went on to tackle new challenges and goals.

Extension over time may thus counter the initial project transaction costs, which may be high due to the challenges experienced at the beginning of the project. High transaction costs in the early phases of a partnership are counter-balanced by the establishment of stable partnerships based on trust. This improves efficiency in the later phases of triangular co-operation projects. The extension over time also allows for the mobilisation of additional resources (domestic or international) to meet agreed objectives.

For instance, Japan has been working with Indonesia bilaterally on developing a mother and child handbook (MCH) starting as early as 1993 with a pilot in one Indonesian region.

In the next ten years, the project was expanded to 43 additional districts and municipalities and by 2006 it reached all 33 provinces of Indonesia. This was the starting point to scale up the project to third countries, through the Third Country Training Programme. From 2007-2018, 15 countries (Afghanistan, Bangladesh, Cambodia, Cameroon, Kenya, Lao PDR, Morocco, Myanmar, Palestine, Philippines, Tajikistan, Thailand, Timor Leste, Uganda, and Vietnam) benefitted from the Indonesian experiences through the facilitation of Japan. The mother and child handbook has been revised twice to adapt to changing conditions and a third revision is expected for 2019. For this project, Japan assessed the transaction costs to be low, as it had a very long duration. Since Indonesia became a Global Centre of Excellence, the costs of sharing Indonesia's experiences in other regions were relatively low.

Extension over time may refer to rather gradual changes towards deepened goals in the same sector. In this sense, Israel's Agency for International Development Co-operation (MASHAV) provides an example of extending a project (USA-USAID, Israel-MASHAV, Ethiopia) over 4 phases from 2005 to 2019. The time extensions also enable project maturation to meet the changing needs of the partners. In the Ethiopia case, the project started with technical assistance in the form of training and capacity building, demonstration, transfer of know-how, innovative technologies and management through a "training of trainers" approach. However, in Phase IV of the project, the aim is to specifically develop a competitive and sustainable fruit development sector focusing on establishing a base for avocado export for Ethiopian farmers. Thus, projects may move from what could be perceived to initially be basic goals (training/capacity development) to more advanced goals that meet broader strategic and sustainability objectives (sustainable export base).

Scaling-up partnership over time can as well move the activities of partners to partially or very different topics. This relates to what is often called functional scaling-up from one sector to the other.

6.4. Scaling-up towards alliances that address global challenges

One step further is the initiation of alliances to address global challenges. There are good reasons for trilateral initiatives to work with small budgets and it might fit the spirit of horizontal partnerships better, if all partners can contribute in similar ways. The strength of triangular co-operation is in its horizontal and trusting partnerships. Often, when projects are not continued beyond a first pilot phase, these partnerships are maintained. Seed money from partners that want to ensure a quick start to projects in this area could re-vitalise and scale-up the existing partnership, as shown by the example of the "Alliance to fight avoidable blindness".

The Islamic Development Bank (IsDB) and the Islamic Solidarity Fund for Development (ISFD) along with, African Institute of Tropical Ophthalmology, Al Bassar International Foundation, Arab Bank for Economic Development in Africa (BADEA), Azerbaijan International Development Agency (AIDA), Egyptian Agency of Partnership for Development (EAPD), Humanitarian Relief Foundation (IHH- Turkey), Nadi Al Bassar Tunisia and Prevention of Blindness Union (PBU), all agreed to a second phase of the Alliance to Fight Avoidable Blindness (first phase – 2012-2016, second phase – 2018-2022) to increase the scale of the initiative and include several African countries (Table 6.4).

By including further partners towards creating a real global alliance, based on the successful first phase, the second phase increased pledges of USD 250 million. This far exceeded the initial budget of USD 30 million. With this increase, the Alliance to Fight Avoidable Blindness, is expected to carry out 1.5 million cataract operations and provide 10 million glasses for children. This case also serves to highlight the importance of creating alliances on a common objective.

Table 6.4. Case Story: Alliance to fight avoidable blindness

Project title:	Alliance to Fight Avoidable Blindness
Countries/IOs:	Burkina Faso, Chad, Guinea, Cote d'Ivoire, Djibouti, Guinea Bissau, Mauritania, Mali, Mozambique, Comoros, Niger, Somalia and Togo; Islamic Development Bank (IsDB); Islamic Solidarity Fund for Development (ISFD).
Other partners:	32 technical and financial partners belonging to several countries, namely Azerbaijan, Austria, Brazil, Egypt, Kuwait, Malaysia, Mali, Morocco, Libya, Palestine, Saudi Arabia, Tunisia and Turkey.
Objective:	To improve the health sector in involved African countries
Description of activities related to the case story topic:	Under the initiative of AIDA, Azerbaijani ophthalmologists from the National Eye Center, named after Academician Zarifa Aliyeva, participated in the campaign by sharing their knowledge and experience with their colleagues from recipient countries. During this campaign, more than 300 000 people had eye examinations and more than 56 000 patients regained their vision after cataract surgery carried out free of charge. In addition, 177 local doctors benefited from professional training as part of the campaign.
Budget:	Azerbaijan's contribution for the period of 2012-2018 – 1.245.765 USD. Total budget: USD 250 million
Project period:	First phase – 2012-2016, Second phase – 2018-2022

Source: Case story information in the Table shared by Azerbaijan; further information shared by IsDB, PICA and Tunisia.

Moving forward, there is a need to learn from existing good practices and to test new approaches to scale up triangular co-operation in relevant sectors and regions. From the above, there are some clear lessons:

- Extensions over time may counter the initial project transaction costs;
- Additional phases potentially support the increase in project coverage and project maturation;
- Strategic partnerships harness the collective experiences towards a common goal while increasing the pool of resources;
- Scaling up triangular co-operation supports the creation of alliances to address shared global challenges;
- Experiences across regions are shared to expand to other sectors.

6.5. Opportunities and challenges of scaling-up triangular co-operation

The cases in this Chapter and throughout the report show that scaling-up is not unlikely to happen in triangular co-operation. While many aspects do not differ from scaling-up in other co-operation forms, there are some specific opportunities and challenges for scaling-up in triangular co-operation.

The first opportunity for scaling-up in triangular co-operation, is its potential for innovation (see Chapter 3.4). Since triangular co-operation by nature brings together partners, who may have not had the opportunity to work together otherwise, there are many possibilities for mutual inspiration.

Secondly, the level of negotiation between rather unlike partners in triangular co-operation is higher than in many other co-operation forms. This means that the necessary translation of messages to other contexts and ways of thinking (e.g. from local to national government) that is essential for scaling-up, has often already been done even before the idea of scaling-up comes up. Triangular co-operation by nature creates an exercise of making experiences understood to others.

Thirdly, it is a strength of triangular co-operation with its horizontal relation among the partners to build trust and strengthen the ownership of all parties involved (see Chapter 3.1). In fact, this three-sided ownership is crucial for triangular co-operation. Ownership is one of the key success factors for scaling-up. Triangular co-operation also provides good conditions for networking, another success factor for scaling up.

The challenge of scaling-up triangular co-operation is that projects are often not visible enough for other development actors. Therefore, when scaling-up happens, it is often rather coincidental. Many projects simply end before they have the chance to be scaled-up. Here the extension in time may be crucial for scaling-up. Furthermore, scaling-up is still rarely included into project planning. This would often be necessary to create good conditions for scaling-up from the very beginning. Well documented results throughout the project life cycle are a good basis to promote scaling-up of trilateral initiatives.

From these observations, strategic steps for enhancing scaling-up in triangular co-operation can be identified:

- Highlight the potential of triangular co-operation for innovation;
- Increase awareness on the transferability of the joint language that is created in triangular co-operation;
- Promote the potentials of triangular co-operation for networking and strengthening three-sided ownership
- Make triangular co-operation projects more visible among other development actors.
- Promote the incorporation of scaling-up in the planning of triangular co-operation projects including the establishment of clear verification mechanisms of results.

Chapter 7. Implications of BAPA +40 for the GPI's engagement on effective triangular co-operation

This report was a truly global effort. It gives voice to the inspiring experiences of 45 contributors from 24 countries (from four continents), nine international and regional organisations, and eleven representatives from civil society, private sector, philanthropy, research institutions, and sub-national actors. Around one hundred cases show how innovative solutions to similar challenges and ideas for creative problem-solving are developed. But most importantly, they highlight how strong partnerships are built through engaging in trilateral activities.

Box 7.1. Reference to the GPI in the BAPA +40 Outcome Document

Article 28: We recognize that triangular cooperation is a modality that builds partnerships and trust, among all partners, and that combines diverse resources and capacities, under the ownership of the requesting developing country, to achieve the Sustainable Development Goals; and that it provides added value by leveraging and mobilizing additional technical and financial resources, sharing a wider range of experiences, promoting new areas of cooperation, and combining affordable and context-based development solutions under flexible arrangements and agreed shared modalities, we:

(f) welcome the ongoing voluntary efforts to map and document good practices in triangular cooperation, and note that scaling up effective private sector involvement, where appropriate, can multiply the potential of development cooperation and mitigate risks when resources are limited; and in this context, we note voluntary initiatives such as Global Partnership for Effective Development Cooperation, including the Global Partnership Initiative on Effective Triangular Cooperation.

Source: <https://www.unsouthsouth.org/bapa40/documents/>

The reference to the GPI and “the voluntary effort to document good practices” in the final Outcome Document of BAPA +40 provides a clear mandate to take this initiative forward. The GPI may consider regular reports, policy briefs or working papers on triangular co-operation to address different aspects related to the modality.

The GPI has already seen that triangular co-operation is on the rise, that it connects all regions and contributes to achieving the 17 Sustainable Development Goals. Moreover, we can see a trend of increasing multi-stakeholder trilateral initiatives, including the private sector, civil society organisations, philanthropic institutions, academia and sub-national actors, such as cities and municipalities. To achieve the ambitious 2030 Agenda, the comparative advantages and resources of all partners in development must be leveraged and used to their full potential. For this to happen, all institutions need to be fit for purpose to deliver co-operation in the era of the 2030 Agenda. This report tries to support these endeavours by sharing good practices of managing, mainstreaming and scaling up triangular co-operation.

The main success factor of triangular co-operation is the openness among the partners, in which they can test and jointly develop solutions to pressing development challenges by respecting the experiences of all partners and using each partner's complementary

strengths. We need to learn more about our choice of co-operation instruments in certain situations. Triangular co-operation should be one of these instruments when discussing how to best tackle a development challenge. It may not be the best solution or the final choice in all cases, but given the good development and partnership results that it delivers, it should be one option within the normal set of instruments of all development stakeholders.

As the previous chapters show, despite the good results that triangular co-operation can provide, there remain some challenges to tackle in order to make the modality more effective. These challenges include the potentially higher transaction costs of trilateral initiatives, clearly identifying the comparative advantages vis-à-vis bilateral or regional co-operation, learning lessons and improving the modality based on evaluations and project assessment, identifying factors that contribute to an enabling environment for triangular co-operation, and systematically reporting, i.e. collecting evidence on triangular co-operation projects.

Against the backdrop of the 2030 Agenda and a changing global development co-operation landscape, the GPI has advanced a set of Voluntary Guidelines for effective triangular co-operation (see Chapter 1) to ground the modality in effectiveness and to provide support in implementing impactful projects. In consultation with its over 50 members, the GPI has worked on these guidelines to create a framework that builds on the complementary strengths of different actors in order to find context specific, inclusive and transparent solutions to sustainable development issues.

Box 7.2. BAPA +40 Outcome Document: Strengthening efforts of planning, monitoring, measuring and evaluating South-South and triangular co-operation

Article 26: In this regard, we invite interested developing countries to engage in consultations, within the regional commissions, relevant intergovernmental fora on South-South and triangular cooperation, or regional organizations, as appropriate, on non-binding voluntary methodologies, building upon existing experiences, taking into account the specificities and different modalities of South-South cooperation and respecting the diversity within South-South cooperation and within national approaches. In this regard, we take note of the efforts of certain developing countries that have developed methodologies for planning, monitoring, measuring and evaluating South-South and triangular cooperation in their regions on a voluntary basis and acknowledge the interest of some developing countries in order to establish a methodology for accounting and evaluating South-South and triangular cooperation.

Source: <https://www.unsouthsouth.org/bapa40/documents/>

The GPI roadmap for the months ahead foresees finding broad support among all development stakeholders – governments, international organisations, and non-state actors – for the voluntary guidelines, growing the initiative, and addressing some of the operational challenges that our members face when working trilaterally.

Following the adoption of the BAPA + 40 Outcome Document, the GPI continues to serve as a global platform for exchange and joint learning on triangular co-operation. The GPI will:

- Further promote the adoption and implementation of the Voluntary Guidelines for effective triangular co-operation as one of the “non-binding voluntary methodologies”

- Consider an comprehensive in-depth analysis of the enabling environment of triangular co-operation, the potentially higher transaction costs, and key success factors for this modality (see also paragraph 28e of the BAPA +40 Outcome Document). A challenge in conducting this kind of analysis is the scarce availability of evaluation reports and critical assessments of triangular co-operation.
- Continue the ongoing pilots of the “Toolkit for identifying, monitoring and evaluating the value added of triangular co-operation” may shed further light on some of these issues.
- Strengthen the reporting of triangular co-operation - also through the DAC statistics - which is only increasing slowly. More evidence, such as that provided for this report, is needed to gain a better picture of trilateral activities worldwide.
- Provide technical support for testing innovations in triangular co-operation and a platform for exchange.

Discussions will be continued during the Senior-Level Meeting of the Global Partnership for Effective Development Co-operation (GPEDC) at the margins of the High-Level Political Forum in New York (July 2019). Furthermore, the next international meeting on triangular co-operation in Lisbon is planned for the second half of 2019.

The GPI remains open for new members, ideas and inspiration to tackle development challenges through triangular co-operation. After all, triangles have proven to be the most stable structures in human history – we need more joint effort to make best use of them.

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Annex of contributed case stories

The following table lists projects that were submitted by chapter and are not included in the text of the report

Contributor	Partners	Project Title
<i>Chapter 2. Sharing experiences, good practices and success stories of triangular co-operation in line with the project cycle</i>		
Madagascar	Japan (JICA), Philippines	Training on the production and distribution of quality rice seeds in the Philippines
Mexico	Algeria, Germany (GIZ)	International workshop for the development of prickly pear in Algeria.
<i>Chapter 2.1. Phase 1: Identification – matching demands</i>		
Spain	Uruguay, El Salvador, Dominican Republic, Haiti, Costa Rica	Triangular co-operation seminar to agree on an AECID program with recipients and offerors of the region
Indonesia	Korea (KOICA), Canaan GLC, Sokmyung Women's University, Gwangju Institute of Science and Technology (GIST), Handong Global University, Center for Isotopes and Radiation Application of Badan Tenaga Nuklir Nasional	Capacity Development for Indonesia Village Development Innovation Programme
IsDB	Turkey (TİKA), Economic and Social Research and Training Centre for Islamic Countries	The Mapping of RCs in Turkey: First Pilot of the Mapping Methodology
Germany	Brazil, Ghana	Production of improved cashew planting materials and by-product processing technologies for Ghana
Paraguay	Germany, Uruguay	Affordable and sustainable energy for Paraguay
<i>Chapter 2.2. Phase 2: Partnership development and negotiation</i>		
Paraguay, Chile	Germany	Pytyvõ Porãve – Better services for families participating in the programs of the Secretariat of Social Action (SAS)
<i>Chapter 2.3. Phase 3: Formulation – complementary and flexibility</i>		
Germany	Chile, Honduras	Improving comprehensive waste management in Honduras
<i>Chapter 2.5. Phase 5: Project evaluation and follow-up</i>		
Paraguay	Chile, Germany	Methodology for the intervention in precarious settlements of the coastal sectors of Asunción
Germany	Bolivia, Mexico	Improving the reuse of recycled wastewater for agricultural irrigation in Bolivia
<i>Chapter 3.1. Building ownership and trust</i>		
European Commission	Costa Rica, Colombia, Mexico	Strengthening Restorative Justice
IsDB	Indonesia, Morocco, Tunisia	Strengthening Indonesia-Morocco-Tunisia Development Co-operation through Reverse

		Linkage Program: Knowledge Sharing on Vaccines Management
<i>Chapter 3.2. Promoting complementarity and increasing co-ordination in development co-operation</i>		
European Commission	Colombia, Costa Rica, Dominican Republic, Honduras, Nicaragua, Guatemala	EDEM: Support and promotion of the development of the regional strategy of entrepreneurship, innovation and business development in Mesoamerica
Mexico	SEGIB, numerous CSOs from Mexico	Initiative in educational co-operation for Central American youth at risk
<i>Chapter 3.3. Sharing knowledge and learning jointly</i>		
European Commission	Brazil, Chile, Colombia, Costa Rica, Italy, Paraguay, Uruguay	Red Calle: Development of care policies for people in street situation
PICA	IsDB, Mauretania	PICA's mission in Mauretania
Colombia	Argentina, Germany, Mexico Peru, Switzerland	Strengthening the implementation of the EITI in Colombia and Peru
Organization of American States	Antigua and Barbuda, Barbados, Belize, Dominica, Jamaica, Saint Kitts and Nevis, Saint Lucia and The Commonwealth of The Bahamas	The Establishment of the Small Business Development Centres (SBDCs) Model in CARICOM
MASHAV	Thailand, ASEAN members	Thailand-Israel Development Co-operation Program
Switzerland	Argentina, Bolivia, Chile, Colombia, Ecuador, Peru, Venezuela	Programa Bosques Andinos (PBA)
Switzerland	Brazil, Nicaragua	Implementation of condominium sewage systems in the Municipalities of La Dalia and Rancho Grande in Nicaragua.
<i>Chapter 3.4. Co-creating innovative solutions and flexibility</i>		
MASHAV	Germany (BMZ/GIZ), Kenya	Environmental & Water Resources Protection of Lake Victoria
Turkey	JICA, Afghanistan, Azerbaijan, Kazakhstan, Kirgizstan, Palestine, Pakistan, Tajikistan, Turkmenistan, Uzbekistan	Industrial Automation Technology Extension Project for Central Asia/Middle East
<i>Chapter 3.5. Enhancing volume, scope and sustainability</i>		
Turkey	Gambia, ITFC	Aflatoxin Mitigation Program in Gambia
Chile, European Union	Argentina, Colombia, Costa Rica, El Salvador, Italy, Mexico, Panama, Paraguay, Peru, Uruguay	DIALOGAS: Inclusive Development in Latin America – an opportunity for governments and social actors
<i>Chapter 3.6. Contributing to cross-cutting issues of the 2030 Agenda</i>		
ITUC	El Salvador, Ecuador, FGTB Belgium, Honduras, Nicaragua, Peru	Improving youth's representation in trade unions in El Salvador, Ecuador, Honduras, Nicaragua, Peru, Dominican Republic
Morocco	IsDB, Burkina Faso	Capacity development for the improvement of drinking water
<i>Chapter 3.6.1 Examples of leaving no-one behind</i>		
Chile	El Salvador, Guatemala, Honduras, Mexico	To strengthen the surveillance and protection mechanisms for returning migrants, victims of

		trafficking and trafficked migrants in the countries of the Northern Triangle of Central America
<i>Chapter 3.6.2. Examples of green triangular co-operation</i>		
Czech Republic	Ecumenical Academy, European Commission	Make Chocolate Fair - 2015 Make Fruit Fair - Fair Bananas 2016-2017
IsDB	Morocco, countries in West Africa	IsDB-ONEE Funding Facility for Capacity Development & Preparation of Projects under the Reverse Linkage Modality for Renewable Energy in Rural Areas
PICA	Kenya, Mauretania, IsDB	Solar energy boards in Mauritania; Solar energy panels at the Republic of Kenya
Costa Rica	Bolivia, Germany	Strengthening capacities to promote recycling and waste treatment.
Costa Rica	Spain, Peru	Energy efficiency in the Providers of tourist services
Turkey	JICA, Albania, Afghanistan, Azerbaijan, Bosnia-Herzegovina, Georgia, Iran, Kazakhstan, Kyrgyz Republic, Moldova, Mongolia, Pakistan, Syria, Serbia Montenegro, Tajikistan, Turkmenistan, Ukraine, Uzbekistan	Energy Efficiency in Industry and Buildings
Germany	Bolivia, Mexico	Capacity development for water management in multi-purpose systems
<i>Chapter 4.1. Institutional set-up of providing development co-operation</i>		
Chile	United States, countries in Latin America and the Caribbean	Investigating public and ethical corruption in law
<i>Chapter 4.4. Mainstreaming triangular co-operation systematically</i>		
IsDB	Kyrgyzstan, Egypt	Reverse Linkage Sub-Project Between Kyrgyz Republic and Egypt on "Capacity Development on Water Resources Management"
IsDB	Cameroon, Malaysia	Grass field Participatory and Integrated Rural Development Project
Czech Republic	Glopolis, European Commission	Let's not waste world's food
Czech Republic	Norway, Ethiopia	Strengthening Equity, Access and Quality Education in Ethiopia
Chile	United States, Guatemala, El Salvador, Honduras	Transparency, good governance and citizen security: sharing the experiences of Chile, Uruguay and Colombia with countries in the Northern Triangle of Central America
Chile, Spain	Dominican Republic	Implementation of regional development instruments and territorial regulation in the Dominican Republic
Chile	El Salvador, Spain	Institutional strengthening of the Salvadorean Institute for the Integral Development of Children and Adolescents (ISNA) on the prevention, treatment and rehabilitation from drug use
Spain	Nicaragua, Uruguay	Supporting the livestock value chain in Nicaragua (bovines)
<i>Chapter 5.1. Engaging the private sector in triangular co-operation</i>		
Chile	Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama	Strengthening the institutions responsible for policies on international trade and the promotion of exports,

		as well as the private sector with potential to export to the EU.
<i>Chapter 6.2. Scaling up to new partners</i>		
Indonesia	Myanmar, Norway, UNDP	Sharing of Experience on Planning and Budgeting Between the Government of the Republic of Indonesia and the Government of the Republic of the Union of Myanmar
Spain	El Salvador, Dominican Republic	Project for the transfer of experience toward the adaptation of the Small Business Development Centre (SBDC) in the SME Support Centres
<i>Chapter 6.4. Scaling up to other regions, countries or continents</i>		
Switzerland	Colombia, Peru, World Bank	SABA PLUS Project
Germany	Honduras, Peru	Institutional strengthening of the registration office of Honduras (training management)
Japan	Turkey, neighbouring countries	Third Country Training Program in Turkey 2018
Chile	El Salvador, Germany	Strengthening of productive entrepreneurship in Central America and the Caribbean

Chapter 2. Sharing experiences, best practices and success stories of triangular co-operation

Table 5. Case Story: Madagascar, Japan & Philippines

Project title:	Training on the production and distribution of quality rice seeds in the Philippines
Countries/IOs	Madagascar, Japan, Philippines
Other partners:	International Rice Research Institute (IRRI), Philippines Rice (PhilRice)
Objective:	To produce and distribute quality seeds in Madagascar
Description of activities related to the case story topic:	Expertise from the Philippines was shared between technicians from the Ministry of Agriculture and the private sector during a workshop. IRRI and PhilRice came to Madagascar to see first-hand the implementation of trainees' action plans after their internships. JICA held this pilot in a third country, recognising the skills of IRRI and PhilRice in the field of rice in general.
Project period:	2017

Table 6. Case Story: Mexico, Algeria & Germany

Project title:	International workshop for the development of prickly pear in Algeria.
Countries/IOs	Mexico, Algeria and the Germany
Objective:	Develop value chains that promote the local production of prickly pears, as a means to prevent desertification and promote biodiversity, through the implementation of a workshop on techniques and the itineraries for prickly pear cultivation, as well as the new transformation techniques and organisation of commercialisation networks.
Description of activities related to the case story topic:	To support the development of prickly pear productions and their commercialisation, along with European companies interested in their exploitation. Germany and Mexico negotiated an agreement on the research and development of prickly pears between the National Institute of Forestry, Crop and Livestock Research (INIFAP) and the Algerian Agriculture Ministry in order to combine experience and efforts. Mexico and Algeria carried out the National Seminar for the Appraisal of Prickly Pear on October 10 th and 11 th in the city of Batna. Algerian authorities and agricultural producers were trained to take advantage of prickly pear cultivation and its derived products, as well as of its properties to combat desertification. They covered topics set in the objective. The close approach that Mexican experts had with Algerian academics, officials, and producers was an important element for the eventual signing of the Co-operation Agreement in terms of Research and Development of the <i>Opuntia Ficus-Indica</i> (prickly pear) among INIFAP and the Agriculture Ministry of Algeria. FAO-Algeria showed its interest in the initiative and the possibility of joining the planning and funding of co-operation activities between Mexico and Algeria.

Budget:	75,000 Mexican pesos.
Project period:	2017-2018

2.1. Phase 1: Identification – matching demands

Table 7. Case Story: Spain, Uruguay & multiple countries in LAC

Project title:	Triangular co-operation seminar to agree on an AECID program with beneficiaries and providers of the region
Countries/ IOs	Representatives of countries in LAC; Uruguayan Agency for International Co-operation (AUCI); Spanish Agency for International Development Co-operation (AECID)
Other partners:	Representatives of the governing bodies of international co-operation in El Salvador, Dominican Republic, Haiti and Costa Rica, among others. Representatives of the Central Services of the AECID and the body that authorises and manages the State Subsidies in Madrid Representatives of the Technical Co-operation Offices of AECID in each participant country.
Objective:	To identify countries that may grant co-operation in certain areas, and others that demand co-operation, based on a sectoral grid with the identification of providers and beneficiaries in the various themes identified. This workshop allowed direct work with AECID, both at a Central level or with each one of the Technical Co-operation Offices (OTCs) found in field in the region.
Description of activities related to the case story topic:	On this framework, the countries of the region identified the need to establish an exchange of experiences and good practices in the institutional architecture of the international co-operation and, in particular, about the management and administration systems of the triangular co-operation funds.
Budget:	30.000 euros
Project period:	2015

Table 8. Case Story: Indonesia, Korea & various universities

Project title:	Capacity Development for Indonesia Village Development Innovation Programme
Countries/ international organisations involved	Indonesia, Korea (KOICA), Platform Group: STEPI, SNU TEMEP, UNITAR CIFAL Jeju Consortium Group: Canaan GLC, Sookmyung Women's University, Hanyang University, Gwangju Institute of Science and Technology (GIST), Handong Global University, SNU AIEES Scaled-up Project Regional Co-operation Arrangement Regional Office (RCARO) and Center for Isotopes and Radiation Application of Badan Tenaga Nuklir Nasional (CIRA BATAN)
Other partners:	Institut Teknologi Bandung (ITB), Universitas Pendidikan Indonesia (UPI), Lembaga Ilmu Pengetahuan Indonesia (LIPI), Universitas Kristen Duta Wacana (UKDW), Indonesia's Village-owned Enterprises (BUMDes)
Objective:	To improve the quality of life in rural areas through the innovative integration of science and technology in various thematic sectors and to support improving the quality of spending of Indonesia's Village Fund.
Description of activities related to the case story topic:	The Platform Group is assisting Bappenas Ministry of Village in establishing a tool-kit consisting of monitoring and evaluation indicators, in order to support the Village Development Innovation Programme through knowledge sharing workshops, based on the Korean experience of monitoring rural areas. The Consortium Group and Platform Group conducted pilot trainings and workshops for local communities, in partnership with Local Government of Sukabumi. It is expected that future phases of this pilot programme will be replicated in other regions in Indonesia.
Budget:	USD 2.000.000
Project period:	2016 – 2020

Table 9. Case Story: IsDB, Turkey & SESRIC

Project title:	The Mapping of RCs in Turkey: First Pilot of the Mapping Methodology
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Countries/ IOs	Turkish Co-operation and co-ordination agency (TİKA); Islamic Development Bank (IsDB); Economic and Social Research and Training Centre for Islamic Countries (SESRIC).
Other partners:	UN Office for South-South Co-operation (UNOSSC)
Objective:	Determining providers of expertise and development solutions and for South-South and Triangular Co-operation
Description of activities related to the case story topic:	The study identifies five key economic themes in which Turkey has significant expertise that it can share with other MCs. These include: agriculture, livestock and food security; health and nutrition; technical and vocational education and training; transport and communications; and disaster and emergency management. The success of the first pilot enabled the IsDB and partners to replicate the mapping methodology in other countries, in order to expand the database of RCs, and geo-map them in order to make them accessible easily both internally within IDB and to external partners. New studies have been launched in Indonesia, Pakistan, and Tunisia. The goal is to complete these studies to highlight the capacities of MCs in international development co-operation and support the match-making process.
Budget:	USD 50,000
Project period:	2015-2016

Table 10. Case Story: Germany, Brazil & Ghana

Project title:	Production of improved cashew planting materials and by-product processing technologies for Ghana
Countries/ IOs	Ghana; Brazil and Germany
Objective:	To increase the efficiency and quality of the cashew production and processing to generate new income opportunities for Ghanaian smallholder farmers.
Description of activities related to the case story topic:	Ministry of Food and Agriculture in Ghana (MOFA) promoted, developed, co-ordinated and monitored all agricultural sector-related activities, provided political guidelines for the cashew sub-sector in Ghana, co-ordinated and monitored project activities and provided expert staff. The Brazilian Agency of Co-operation (ABC) co-ordinated the Brazilian contribution to the project. The Brazilian Agricultural Research Corporation (Embrapa) provided training and capacity-building for experts and farmers on research to improve genetic materials and cashew fruit processing technologies. Germany provided experience and support in strengthening the cashew by-products value chain, in particular in the development of business models and incentives to private companies.
Budget:	EUR 700.000
Project period:	2017 - 2019

Table 11. Case Story: Germany, Uruguay & Paraguay

Project title:	Affordable and sustainable energy for Paraguay
Countries/IOs	Germany (GIZ), Uruguay, Paraguay
Objective:	Incorporation of alternative sources of energy
Description of activities related to the case story topic:	To encourage the use and incorporation of alternative, competitive sources of renewable and sustainable energy, in order to create a "greener" energy matrix that is more diversified, decentralised and more affordable. The work methodology consists in the exchange of information, technical visits and field visits.
Budget:	EUR 750.000
Project period:	18 months

2.2. Phase 2: Partnership development and negotiation – triangular partnerships need time to grow strong and build trust

Table 8. Case Story: Chile, Germany & Paraguay

Project title:	Pytyvõ Porãve – Better services for families participating in the programs of the Secretariat of Social Action (SAS)
Countries/ IOs	Germany, Chile, Paraguay
Objective:	To strengthen the Social Action Secretariat (SAS) to improve planning, monitoring & evaluation, research and development
Budget:	Between USD 500 000 and 1 000 000
Project period:	2018-2020

2.3. Phase 3: Formulation – complementary and flexible approaches

Table 9. Case Story: Chile, Honduras & Germany

Project title:	Improving comprehensive waste management in Honduras
Countries/ IOs	Chile, Germany, Honduras
Objective:	Institutional strengthening of the Ministry of Natural Resources and Environment (SERNA), developing a critical mass of staff for stewardship and regulation of the solid waste sector in Honduras, improving its efficiency, co-ordination and integrated management.
Budget:	Between USD 100 000 and 500 000
Project period:	2012 - 2015

2.5. Phase 5: Project evaluation and follow-up – learning from and about results and effectiveness of co-operation modalities

Table 10. Case Story: Paraguay, Chile, Germany

Project title:	Methodology for the intervention in precarious settlements of the coastal sectors of Asunción
Countries/ IOs:	Germany, Chile, Paraguay
Objective:	Develop and test a socio-territorial intervention methodology in precarious settlements of the coastal sectors of the Municipality of Asunción with a socio-territorial perspective, promoting greater integration of these sectors into the city.
Budget:	Between USD 500 000 and 1 000 000
Project period:	2016-2018

Table 11. Case Story: Bolivia, Germany & Mexico

Project title:	Improving the reuse of recycled wastewater for agricultural irrigation in Bolivia
Countries/ IOs	Germany, Mexico, Bolivia
Objective:	To develop and implement a sustainable, cross-sectional strategy to modernise the water sector by drafting laws and implementing regulations, to develop the institutional capacities of the regulatory authorities in the water sector. The project improved food security and contained the spread of water-borne diseases. Further development of a normative set of regulations for the planning and the implementation of projects for the reuse of recycled wastewater for agricultural irrigation. Developed two pilot projects for the construction of wastewater treatment plants with subsequent reuse of the recycled water. Knowledge management has been enhanced.
Budget:	EUR 600 000
Project period:	2014-2016

3.1. Building ownership and trust

Table 12. Case Story: Colombia, Costa Rica, Mexico & the European Commission

Project title:	Strengthening Restorative Justice
Countries/ IOs	Costa Rica, Colombia, Mexico, European Union
Objective:	To strengthen Restorative Justice in adult and juvenile criminal matters, with greater emphasis on the attention of vulnerable populations.
Description of activities related to the case story topic:	The project partners have engaged in a number of encounters aimed at learning about their best practices in order to adapt and incorporate them to their respective procedures and legislations related to Restorative Justice. They have also learned from third-party successful initiatives, such as specific experiences of the cities of Turin and Palermo on juvenile criminal justice. All project partners travelled to Italy and later engaged in a series of internal meetings to build trust and take ownership of the project results. Several guidelines have been drafted in all three project countries to help systematise the process of Restorative Justice.
Budget:	1,029,182 EUR
Project period:	1 February 2017 – 31 December 2019 (35 months)

Table 13. Case Story: Indonesia, Islamic Development Bank & Morocco

Project title:	Strengthening Indonesia-Morocco-Tunisia Development Co-operation through Reverse Linkage Program: Knowledge Sharing on Vaccines Management
Countries/ IOs	Indonesia, Morocco, Tunisia, Islamic Development Bank
Other partners:	Bio Farma, Institut Pasteur du Maroc, Institut Pasteur de Tunis
Objective:	To improve self-reliance on vaccine production and availability in North Africa Region in order to maintain global health quality by sharing knowledge and involving the private sector
Description of activities related to the case story topic:	Co-operation in the area of vaccines through RL Program is intended to promote self-reliance, vaccine production and availability as well as to bolster further opportunities for economic co-operation through exchange of relevant knowledge, expertise and technology. The co-operation also aims to leverage economic relations between Indonesia, Morocco and Tunisia through the engagement of each country's private sector from the early stage of program, to ensure that the co-operation suits their interests.

3.2. Promoting complementarity and increasing co-ordination in development co-operation

Table 14. Case Story: The European Commission and a number of countries in Mesoamerica

Project title:	EDEM: Support and promotion of the development of the regional strategy of entrepreneurship, innovation and business development in Mesoamerica
Countries/ international organisations involved	Colombia, Honduras, Nicaragua, Guatemala, Dominican Republic, Costa Rica, Centro Regional de Promoción de la MIPYME – CENPROMYPE, European Union
Objective:	To contribute to the reduction of poverty and inequalities through the development and / or improvement of policies, strategies and tools for entrepreneurship and innovation, as well as to strengthen the capacities of the Chambers of Commerce in their attention to micro, small and medium enterprises, in search of greater competitiveness.
Description of activities related to the case story topic:	Specific actions are being implemented in co-ordination between this project and another EU funded regional project implemented by CENPROMYPE (ADESEP), thus scaling up resources and identifying complementarities between two development co-operation initiatives.
Budget:	EUR 2,368,000
Project period:	24 November 2016 - 23 November 2019 (36 months)

Table 15. Case Story: Mexico, SEGIB & other partners

Project title:	Initiative in educational co-operation for Central American youth at risk situations
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Countries/IOs	Mexico (AMEXCID), Ibero-American General Secretariat (SEGIB)
Other partners:	Mexico: Centre for Research and Teaching in Economics (CIDE), Puente Ciudadano, A.C. (civil association), JUCONI Foundation– (Mexico), National College of Technical Professional Education (CONALEP), Ministry of Public Education (SEP), State System for the Comprehensive Development of Families (DIF), Government of the state of Puebla; National Institute of Immigration (INM), Ministry of Interior (SEGOB), Fe y Alegría Foundation (Central America)
Objective:	To provide scholarships for up to 30 young students (aged between 14 and 18) from Guatemala, Honduras and El Salvador, to pursue technical high school in Mexico. This program will help students avoid living in a violent environment at their home countries, and to acquire the skills and abilities, which will facilitate their integration in the labour market and in their local communities.
Description of activities related to the case story topic:	Participate in the selection process of the students from Guatemala, Honduras and El Salvador. Assist the students with the immigrant documentation process. Apply best practices regarding the protection of non-accompanied minors. Provide training to the students in negotiation and conflict management skills; and to teach them concepts of human rights, health and social inclusion. Monitor regularly the development and adaptation of the students, at least every two months. Monitor the management and funding of the project, in order to assure its proper conclusion and success.
Budget:	Seed capital: EUR 150 000 (Mexican Fund for International Development Co-operation of Ibero-America) The founding for the completion of the project is provided by diverse sources.
Project period:	June 2018 – August 2019

3.3. Sharing knowledge and learning jointly

Table 16. Case Story: Case Story: The European Commission, Italy and a number of countries in LAC

Project title:	Red Calle: Development of care policies for people in street situation
Countries/ international organisations involved	Uruguay, Costa Rica, Brazil, Chile, Paraguay, Colombia, Italy, European Union
Objective:	To strengthen the national public policies of the countries involved by sharing and refining tools; to promote exchanges, co-operation and dissemination of innovations in order to improve the living conditions of people in street situation.
Description of activities related to the case story topic:	To strengthen a network of public institutions that deal with people in the street, while promoting a dynamic that allows the identification and systematisation of good practices for further analysis and incorporation into each of the partners' processes.
Budget:	EUR 592.376
Project period:	1 April 2017 – 31 October 2019 (31 months)

Table 17. Case Story: Argentina, Colombia, Germany, Mexico, Peru & Switzerland

Project title:	Three different projects: 1) "Strengthening community libraries as protective spaces for children, teenagers and young people"; 2) "Strengthening the implementation of the EITI in Colombia and Peru"; 3) "Strengthening urban planning policies and sustainable housing development tools between Colombia, Germany and Mexico".
Countries/ IOs:	Argentina, Colombia, Germany, Mexico, Peru, Switzerland
Objective:	The highlighted projects are related to social protection in violent contexts, implementation of transparency measures in extractive industries, and urban planning and sustainable housing.
Description of activities related to the case story topic:	The third project "Strengthening urban planning policies and sustainable housing development tools between Colombia, Germany and Mexico" is a continuation of a triangular project between the same partners that ran between 2012 and 2015, in which Mexico shared its experience in sustainable housing with Colombia. The current phase expands these efforts into a two-way co-operation in which Mexico will share tools to audit the sustainability of materials for housing projects, along with financial mechanisms to

	incentivise a market for the construction and purchasing of sustainable housing solutions. Meanwhile, Colombia will share its experience designing Urban Development programmes.
Project period:	2018 - 2020

Table 18. Case Story: OAS and Caribbean countries

Project title:	The Establishment of the Small Business Development Centres (SBDCs) Model in CARICOM
Countries/ IOs	Organization of American States (OAS); Permanent Mission of the United States to the OAS; Antigua and Barbuda, Barbados, Belize, Dominica, Jamaica, Saint Kitts and Nevis, Saint Lucia and The Commonwealth of The Bahamas
Other partners:	Caribbean Export Development Agency and Global Affairs Canada
Objective:	To provide technical assistance to participating member states in addressing six major priority areas: i) adjusting the regulatory framework to more efficiently address the needs of MSMEs, ii) developing human capital, iii) fostering MSME competitiveness and entrepreneurial spirit, iv) developing regional MSME support structures, and vi) developing public/private partnerships to support the development of the sector.
Description of activities related to the case story topic:	The programme assists member states in the development of the legal and regulatory framework to underpin the Small Business Development Centre (SBDC) model adaptation in-country, and provides strategies and policy recommendations for enhancing co-operation among public and private sector entities and academia so as to maximise resources, synergies and complementarities within what has -in the past-- largely been a fragmented MSME development space. It has also enhanced the technical capacity of the centres to assist clients in accessing local and regional value chains, promoting better access to financing, and strengthening resilience to disasters. As a direct result of these collaborative efforts, beneficiary countries reported over 8,000 MSME clients served, an estimated 1,800 jobs created, a USD21,287,916.97 USD increase in the quantum of sales, and an estimated USD7 USD million of capital infusions for MSMEs during the 2018 period.
Budget:	USD 2.3 Million
Project period:	2016 – 2018

Table 19. Case Story: MASHAV, Thailand, other ASEAN members

Project title:	Thailand-Israel Development Co-operation Program
Countries/IOs	Thailand-TICA, Israel-MASHAV, ASEAN Member States
Objective:	To collaborate in the exchange and sharing of development know-how and best practices with ASEAN countries to more effectively achieve greater development outcomes within each country in areas such as agriculture and education among others.
Description of activities related to the case story topic:	To provide joint regional training and capacity building activities in the field of agriculture, water resource management, early childhood education, and innovation/entrepreneurship for ASEAN Member States. Short-term training and professional courses are jointly conducted in Israel and Thailand for relevant stakeholders and actors (government officials, professionals, technicians) from the aforementioned countries.
Project period:	Phase I (2015 – 2017) Phase II (2018-2020)

Table 20. Case Story: PICA, Mauretania, Islamic Development Bank

Project title:	PICA's mission to Mauretania
Countries/IOs	Palestinian International Co-operation Agency (PICA), Mauretania, Islamic Development Bank
Objective:	To deploy 100+ surgeries in different medical fields including pedantic, Oral and internal diseases. Conduct medical examinations over two weeks.
Description of activities related to the case story topic:	Palestinian volunteer doctors participated in medical activates, both operations and medical examinations over two weeks.
Project period:	December-November 2016

Table 21. Case Story: Switzerland and a number of countries in Latin America

Project title:	Programa Bosques Andinos (PBA)
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Countries/IOS	Argentina, Bolivia, Chile, Colombia, Ecuador, Peru, Venezuela; CONDESAN – HELVETAS Swiss Interco-operation
Objective:	To enhance the management and conservation of forests in the Andes through the consolidation and scaling up of successful policies and tools required to implement new conservation mechanisms, while improving adaptation and mitigation strategies for climate change in the Andean region.
Description of activities related to the case story topic:	The Programa Bosques Andinos aims to enhance sustainable management and conservation of valuable mountain forest ecosystems in the long-term. Knowledge sharing and joint learning lies at the heart of the initiative, whereby a collection of practical approaches has formed the basis for the regional exchange and joint learning. Chile has made available its pioneering experience establishing the first forestry NAMA at global scale that shall allow reducing 20% of the country's emissions. The regional PBA serves as vector for spreading this information among the neighbouring countries for which it provides a valuable learning case.
Budget (in USD):	9'672'000 CHF (Bosques Andinos Phase I including extension; NAMA Forestal Phase I (standalone) & Phase II (forms part of PBA):
Project period:	Phase I (including extension): 01.4.2014 – 31.08.2019

Table 22. Case Story: Brazil, Nicaragua & Switzerland

Project title:	Implementation of condominium sewage systems in the Municipalities of La Dalia and Rancho Grande in Nicaragua.
Countries/IOs	Switzerland: Swiss Agency for Development and Co-operation - SDC Brazil: Agencia Brasileña de Co-operación – ABC Nicaragua: Instituto Nicaragüense de Acueductos y Alcantarillados – INAA and El Nuevo Fise
Other partners:	Municipalities of La Dalia and Rancho Grande
Objective:	To transfer the technology and methodology of the condominium sewage system to the sanitation sector of Nicaragua.
Description of activities related to the case story topic:	The implemented activities were: i) Capacity building courses and technical assistance, ii) elaboration of methodological guidelines and technical norms, and iii) construction of two condominium sewage systems in two rural municipalities of Nicaragua. 1,252 rural families (around 7500 persons), of the poorest Municipalities of the country improved the quality of their lives through a tangible contribution by Switzerland, Brazil and Nicaragua towards the achievement of SDG 6 Clean Water and Sanitation
Budget:	Switzerland: USD 2,921,613; Brazil: USD 309,709.77; Nicaragua: USD 1 311 000
Project period:	2012-2017

3.4. Co-creating innovative solutions and flexibility

Table 23. Case Story: MASHAV, Kenya, Germany

Project title:	Environmental & Water Resources Protection of Lake Victoria
Countries/IOs	Israel-MASHAV, Germany, Kenya
Objective:	To reduce the pollution and uncontrolled inflow of untreated urban and industrial waste water into streams and open waters of Lake Victoria by strengthening the capacities of Kenya's Water Resources Management in water quality monitoring and enforcement.
Description of activities related to the case story topic:	Introduction of best practices and innovative techniques on sustainable water resources management, treatment, conservation and water quality monitoring. On-site capacity building for water quality sampling using advanced analytical methods in the field and laboratory.
Project period:	2015-2018

Table 24. Case Story: Japan, Turkey and a number of countries in Central Asia, South Caucasus and MENA

Project title:	Industrial Automation Technology Extension Project for Central Asia/Middle East
Countries/IOs	Turkey, JICA, Afghanistan, Azerbaijan, Kazakhstan, Kirgizstan, Palestine, Pakistan, Tajikistan, Turkmenistan, Uzbekistan

Objective:	To enhance technical education and vocational training capacity of teachers in Industrial Automation Technologies (IAT) in target countries.
Description of activities related to the case story topic:	Trainings held at the Teachers Training Centre (TTC) of Mazhar Zorlu Anatolian Vocational High School, Izmir – Turkey Impact - Some countries developed brand new curriculum in this field, others established new vocational schools/departments following the training
Project period:	2011-2014

3.5. Enhancing volume, scope and sustainability

Table 25. Case Story: Gambia, ITFC & Turkey

Project title:	Aflatoxin Mitigation Program in Gambia
Countries/IOs	Turkey (TİKA), Gambia, International Islamic Trade Finance Corporation (ITFC)
Objective:	To reduce trade barriers, accessing new markets and reduce poverty. Aflatoxin belongs to a family of toxins found on crops, such as maize, groundnuts and cottonseed. It is highly prevalent in Gambia and has a negative effect on trade, agriculture and public health.
Description of activities related to the case story topic:	Within the Aflatoxin Mitigation Program (AMP), TİKA provided some laboratory equipment and consumables

Table 26. Chile, European Union, Italy and countries in LAC

Project title:	DIALOGAS – Inclusive Development in Latin America: an Opportunity for Governments and Social Actors
Countries/IOs	Argentina, Chile, Colombia, Costa Rica, El Salvador, European Union, Paraguay, Peru, Uruguay
Objective:	To strengthen the effectiveness of programs for overcoming poverty and improving education at the regional level, through the improvement of the ability to assess and develop transversal and socio-emotional competences (CTS) of people in vulnerable situations.
Description of activities related to the case story topic:	A spin-off from a previous development co-operation initiative financed by the European Commission, this project has managed to insert the concept of transversal and socio-emotional competences in the agendas of many public institutions in the region. Through a number of regional meetings and the formalisation of a co-ordination mechanism called MESACTS, the project has served as a catalyst for the inclusion of several new countries both as members of the project and the co-ordination mechanism, enhancing the initial volume and scope. Project beneficiaries have gone up from 7 initial partners to a total of 24 institutions between partners, associates and members of MESACTS. By becoming part of the project and the MESACTS, member institutions have acquired serious commitment towards the sustainability of the actions carried out during the project and thus continuing to work on incorporating evaluations and education programs related to transversal and socio-emotional competences beyond the implementation period of the project.
Budget:	EUR 635 580
Project period:	2017-2019

3.6. Contributing to cross-cutting issues of the 2030 Agenda

Table 27. Case Story: ITUC countries in Latin America and the Caribbean

Project title:	Improving youth's representation in trade unions in El Salvador, Ecuador, Honduras, Nicaragua, Peru, Dominican Republic
Countries/IOs	ITUC Affiliates in El Salvador (CATS and CSTS), Ecuador, (CEDOCUT), Honduras (CUTH), Nicaragua (CTN, CST, CUS, FNT), Péru (CATS, CUT), Dominican Republic (CASC, CNUS, CNTD) FGTB Belgium
Objective:	To reinforce the capacities of young leaders of trade unions involved in the project, in terms of knowledge on labour and union rights, leading skills, capacity to promote concrete policy proposals for

	better working conditions and employment opportunities for youth in their respective trade union organisations and countries.
Description of activities related to the case story topic:	Organised training webinars on decent work for youth networking through Skype conferences/WhatsApp and email co-ordination, training and planning workshops, campaign on youth, organising/ affiliation to trade unions. Concrete results: the network of young trade union leaders in El Salvador, Ecuador, Honduras, Nicaragua, Peru, Dominican Republic has been reinforced, as well as the sharing of organising strategies for youth; Launched a regional Campaign for youth leadership in trade union. Decent work promotion of a key objective of 2030 Agenda. In particular, SDG 8.6 focuses on the reduction of the proportion of youth not in employment, education or training.
Project period:	2017-2021

Table 28. Case Story: Morocco, Burkina Faso, Islamic Development Bank

Project title:	Capacity development for the improvement of drinking water quality in Burkina Faso
Countries/IOs	Morocco International Co-operation Agency (AMCI), Islamic Bank of Development (IsBD), Burkina Faso (ONEA)
Other partners:	Moroccan technical partner
Objective:	To improve the quality of drinking water in Burkina Faso by improving and optimising the processing station performance; upgrading of the National Central Laboratory in the field of water quality control.
Description of activities related to the case story topic:	1. Optimisation of existing water treatment units 2. Improvement of water quality control in the central Laboratory of ONEA.
Budget:	USD 726 000
Project period:	2016 – 2019

3.6.1. Examples of leaving no one behind

Table 29. Case Story: Chile, El Salvador, Guatemala, Honduras & Mexico

Project title:	Strengthening the surveillance and protection mechanisms for returning migrants, victims of trafficking and trafficked migrants in the countries of the Northern Triangle of Central America
Countries/IOs	Chile, Mexico, Honduras, Guatemala, El Salvador
Objective:	To strengthen the surveillance and protection mechanisms for returning migrants, victims of trafficking and trafficked migrants in the countries of the Northern Triangle of Central America
Description of activities related to the case story topic:	9 professionals from El Salvador, Guatemala and Honduras were trained in migrant assistance protocols in re-integrating returning migrants. Prepared and monitored the implementation of a matrix of immediate action for the improvement and strengthening of surveillance mechanisms of the repatriated population, in each country. Police, judges and executive powers were made aware of the treatment of trafficked persons and illicitly trafficked migrants. They were trained in the detection, research and prosecution of the crimes and in the care and protection of victims of trafficking.
Budget:	USD 300 000
Project period:	2018-2019

3.6.2. Examples of green triangular co-operation

Table 30. Case Story: Czech Republic, the European Commission & the Ecumenical Academy

Project title:	Make Chocolate Fair - 2015 Make Fruit Fair - Fair Bananas 2016-2017
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Countries/IOs:	Czech Republic, Ethiopia, European Commission
Other partners:	Ecumenical Academy
Objective:	Increased opportunities in education for marginalized groups of poor children, youth, women and their families, which will contribute to development of prospering and peaceful society in Ethiopia by the end of 2018.
Description of activities related to the case story topic:	In the past, we encounter challenges with projects that used the Czech part of the trilateral co-operation simply as a sub-stream of money flow with very little value added which only added more transaction costs at the end. We went through a few trial projects in order to set a number of evaluation guidelines in order to ensure the added value in the process from all parties involved.
Budget:	Make Chocolate Fair: USD 1 517 240 Make Fruit Fair: USD 3 257 605
Project period:	2015-2017

Table 31. Case Story: Islamic Development Bank, Morocco & countries in West Africa

Project title:	IsDB-ONEE Funding Facility for Capacity Development & Preparation of Projects under the Reverse Linkage Modality for Renewable Energy in Rural Areas
Countries/IOs	Morocco, West African Countries, Islamic Development Bank
Objective:	To transfer knowledge on renewable energy in rural areas from Morocco to West African countries
Description of activities related to the case story topic:	IsDB signed an agreement with Morocco to promote the transfer of Moroccan expertise in the energy sector to IsDB member countries in Sub-Saharan Africa. Through the IsDB's Reverse Linkage modality, Morocco is transferring its expertise to Mali and Niger and support their efforts to increase electrification rates in rural areas. In order to scale up this initiative, and to support the achievement of SDG7, IsDB and ONEE established a Funding Facility to: (i) improve the quality-at-entry of projects by ensuring that they are relevant and sustainable; (ii) expedite the implementation of rural electrification projects by developing the capacity of executing agencies; and, (iii) enhance the contribution of the Bank to support the achievement of SDG7 on energy as well as SDG13 on climate resilience. ONEE, Morocco's main public electricity operator, will be the Bank's partner in developing the rural electrification projects under this initiative and will collaborate with the national stakeholders of the beneficiary countries.
Budget:	USD 500,000
Project period:	2018-2022

Table 32. Case Story: Palestinian International Co-operation Agency, Islamic Development Bank, Kenya & Mauretania

Project title:	Solar energy boards in Mauretania; Solar energy panels at the Republic of Kenya
Countries/IOs	Mauretania, Palestine, Kenya, Islamic Development Bank
Description	The Palestinian International Co-operation Agency (PICA) contributed in different green energy projects. A co-operation between "PICA" and la Najah University, with co-ordination from the Islamic Development Bank IsDB. The project focused on training solar energy engineers of the Ministry of Energy, and Solar Power Station – Nouakchott. The training was on boards' maintenance, follow-up and running of renewable power plants. Solar energy panels at the Republic of Kenya: A project aims to light a compound of five of Kenyan schools. The project still in its early stage. In co-ordination with a German NGO.

Table 33. Case Story: Bolivia, Costa Rica & Germany

Project title:	Strengthening capacities to promote recycling and waste treatment.
Countries/IOs	Bolivia, Costa Rica, Germany
Objective:	To improve the capabilities of DGGIRS to formulate regulations and provide technical assistance in waste recycling To implement pilot projects on management models for recycling and / or integral management of WEEE in 5 municipalities.

Description of activities related to the case story topic:	The Program focused its strategy on the following components: Political dialogue with all sectors, improvement of the Legal and Regulatory Framework, support for municipal management of solid waste, working together with the private sector. The Ministry of Health, current governing body of the GIRS managed to strengthen its capacities, institutionalise the issue and position it in the national political agenda of Costa Rica. The final evaluation recommended to share these achievements with countries in the Latin American region. Additionally, the German Co-operation works jointly with the Ministry of Health of Costa Rica for more than 15 years in topics such as Integral Waste Management, Air Quality, Climate Change, etc. In the case of Bolivia, German co-operation has supported for more than 30 years issues related to the development of the basic sanitation sector in areas such as capacity development, institutional strengthening of service providers in co-ordination with the Ministry related to the Sector.
Budget:	Costa Rica: EUR 213,400; Germany: EUR 213,400.00
Project period:	1 February 2015 to 31 January 2017

Table 34. Case Story: Turkey, Japan and ECIS partners

Project title:	Energy Efficiency in Industry and Buildings
Countries/ international organisations involved	Turkey, JICA, Albania, Afghanistan, Azerbaijan, Bosnia-Herzegovina, Georgia, Iran, Kazakhstan, Kyrgyz Republic, Moldova, Mongolia, Pakistan, Syria, Serbia Montenegro, Tajikistan, Turkmenistan, Ukraine, Uzbekistan
Objective:	To improve the participants' knowledge and techniques in the field of energy efficiency and management in industry and buildings aiming to contribute to the reduction of CO2 emissions to the limits envisaged by the International Climate Change Convention.
Description of activities related to the case story topic:	Third Country Training Programmes in Ankara and different cities organised factory visits and trainings at the Mitsubishi Electric training centre in Istanbul. One country established a similar training centre with the help of Japan, and other countries either contributed to energy efficiency law/ regulation amendment or contributed to development of training curriculum in universities etc.
Project period:	2004-2019

Table 35. Bolivia, Germany & Mexico

Project title:	Capacity development for water management in multi-purpose systems
Countries/IOs	Germany, Mexico, Bolivia
Objective:	To provide technical staff of the Ministry of Environment and Water, the Departmental Autonomous Government of Cochabamba and other institutions linked to Multipurpose Systems Projects with the knowledge and technical tools that allow planning and managing water reservoirs for different uses (energy, drinking water and irrigation).
Budget:	Between USD 500 000 and 1 000 000
Project period:	2018 - 2020

4.4. Implementing one component of a larger programme through triangular co-operation

Table 36. Case Story: Egypt, Islamic Development Bank & Kyrgyzstan

Project title:	Reverse Linkage Sub-Project Between Kyrgyz Republic and Egypt on "Capacity Development on Water Resources Management"
Countries/IOs	The Department of Water Resources and Melioration (DWRM) under the Ministry of Agriculture, Food Industry and Melioration, Kyrgyz Republic, the Water Management Research Institute, Egypt.
Objective:	To establish an irrigation scheme and rehabilitate a canal in Talas region. Raising the capacity of the stakeholders concerned, particularly Water User Associations will enhance the main project's impact and ensure its sustainability.

Description of activities related to the case story topic:	Developing the capacity of Kyrgyzstan in water resource management will be achieved through establishing a 50-hectare demonstration site in Kara Bura village in Talas region. The site will entail five irrigation methods, solar pumping system plus water and soil monitoring instruments. The project includes comprehensive on-job and instructor-led training activities for the sake of developing a competent team that can operate these systems and instruments. The key success measure of the project will be the increase in crops yield and productivity. This will be monitored throughout the project duration. Finally, the project will produce a study about scaling up its findings across the Talas region.
Project period:	2 years

Table 37. Case Story: Islamic Development Bank, Cameroon & Malaysia

Project title:	Grass field Participatory and Integrated Rural Development Project
Countries/IOs	Islamic Development Bank, Cameroon, Malaysia
Objective:	To address knowledge gaps in the area of Rice Development in the context of the main project through transfer of relevant/compatible knowledge and expertise from Malaysia to Cameroon.
Description of activities related to the case story topic:	The Grassfield Participatory Integrated Rural Development Project (GP-IRDP) is an (i) agricultural, and (ii) infrastructural development project implemented in the North-West Region of Cameroon, for the benefit of rural farmers and its community, with the overall aim of reducing poverty in the rural areas of Cameroon. The GP-IRDP is an outcome of an initial project financed by the African Development Bank (AfDB) that was implemented from 2005-2011 which had significant results and a positive impact on the livelihood of the beneficiary communities.
Budget:	USD 54 530 000
Project period:	2019-2021

Table 38. Case Story: Czech Republic, the European Commission & Glopolis

Project title:	Let's not waste world's food
Countries/IOs	Glopolis, European Commission
Objective:	To contribute to sustainable development by reducing the amount of greenhouse gases through the prevention of food waste and the improved use of food waste in Central European countries.
Description of activities related to the case story topic:	Glopolis is actively improving food waste prevention and management in selected cities in Central Europe. Glopolis is focusing on pilot activities in schools and their canteens, Food Waste Hackathon or activates in food donations and re-using in Czech Republic.
Budget:	USD 3 500 000
Project period:	2018-2019

Table 39. Case Story: ADRA, Czech Republic & Norway

Project title:	Strengthening Equity, Access and Quality Education in Ethiopia
Countries/IOs	Czech Republic, ADRA, Norway (NORAD)
Objective:	To increase opportunities in education for marginalised groups of poor children, youth, women and their families, which will contribute to development of prospering and peaceful society in Ethiopia by the end of 2018.
Description of activities related to the case story topic:	In the past, we encountered challenges with projects which used the Czech part of the trilateral co-operation simply as a sub-stream of money flow with very little value added which only added more transaction costs at the end. We went through a few trial projects in order to set a number of evaluation guidelines in order to ensure the added value in the process from all parties involved.
Budget:	USD 3 034 000
Project period:	2015-2016

Table 40. Case Story: Chile, El Salvador, Guatemala, Honduras & the United States

Project title:	Transparency, good governance and citizen security: sharing the experiences of Chile, Uruguay and Colombia with countries in the Northern Triangle of Central America
Countries/IOs	Chile (AGID), United States (USAID), Guatemala, Honduras, El Salvador
Objective:	To share the experiences, mechanisms and lessons learned in Chile and Uruguay, regarding reforms on anti-corruption, transparency and citizen security, with countries in the Northern Triangle of Central America.
Project period:	n.a.

Table 41. Case Story: Chile, the United States, countries in LAC

Project title:	Institutional strengthening of the Salvadorean Institute for the Integral Development of Children and Adolescents (ISNA) on the prevention, treatment and rehabilitation of drug use
Countries/IOs	Chile, El Salvador, Spain
Other partners:	Salvadorean Institute for the Integral Development of Children and Adolescents (ISNA)
Objective:	To strengthen the Salvadorean Institute for the Integral Development of Children and Adolescents (ISNA) for the prevention, treatment and rehabilitation of drug use.
Description of activities related to the case story topic:	Strengthened public policies, programs and institutions for the protection of the rights of children and adolescents in El Salvador. Developed a Program of Attention for children, particularly girls and adolescents at risk of consumption and with substance use. Provided psychological activities, and trainings for staff of the National Integration Center for Children and Adolescence (CINNA) and the Salvadoran Institute for Integral Childhood and Adolescent Development (ISNA), Supported CINNA in the conceptual and methodological design of the program.
Budget:	USD 156 640
Project period:	2018-2019

Table 42. Case Story: Chile, Dominican Republic & Spain

Project title:	Implementation of regional development instruments and territorial regulation in the Dominican Republic
Countries/IOs	Chile, Dominican Republic, Spain
Objective:	To support the implementation of the national System of territorial Planning in the Dominican Republic, in order to further regional development and territorial ordering.
Description of activities related to the case story topic:	Contributes to the organisation of a regional planning system consisting of the division of the country into seven regions to decentralise the work of the Ministry of Economy, Planning and Development. Regional Technical Units of the Ministry implement projects, in order to deepen the understanding about how sub-national governments function as bridges between the local and central levels. This will improve the co-ordination and co-operation between government institutions and improve the management and impact of territorial development activities.
Budget:	USD 175 075
Project period:	2018-2019

Table 43. Case Story: Spain, Nicaragua & Uruguay

Project title:	Supporting the livestock value chain in Nicaragua (bovines)
Countries/IOs	Nicaragua, Spain, Uruguay
Objective:	To develop a more productive bovine livestock, with better use of resources and more environmentally friendly, in a competitive, sustainable and inclusive way, which can enable an increase in the income, the alimentary and nutritional security and the well-being of small and medium cattle farmers in Nicaragua, in 11 municipalities in the Departments of Chontales

Description of activities related to the case story topic:	The technical assistance provided by the Uruguayan Agency will focus in supporting the traceability and the Segregated System of Bovine Production to access markets of higher value. Therefore, an exchange of experiences has begun between the Uruguayan technicians and the authorities of IPSA. This activity of triangular co-operation strengthens the added value of AECID within the delegated co-operation, by facilitating exchanges among Latin American institutions which are of great practical utility for all parties.
Budget:	EUR 20 500 000
Project period:	2017-2020

5.1. Engaging the private sector in triangular co-operation

Table 44. Case Story: Chile and numerous countries in LAC

Project title:	Strengthening the Central American institutions responsible for international trade policies and the promotion of exports, as well as the private sector actors with the potential to export to the EU.
Countries/ international organisations involved	Chile, El Salvador, Guatemala, Honduras, Nicaragua, Panama
Other partners:	Administrative institutions and private sector actors focusing on export (particularly PYMES)
Objective:	To contribute to the economic integration and strengthening of Central American countries in the international economy.
Description of activities related to the case story topic:	To strengthen the institutions responsible for commercial policies and the promotion of exports by the private sector in light of Chile's experience, in order to implement, administer and make use of the advantages created by the Association Agreement between Central America-European Union and other trade agreements.
Budget:	EUR 1 000 000
Project period:	18 months, from November 2017

6.1. Scaling up over time

Table 45. Case Story: Ethiopia, MASHAV & the United States

Project title:	The Smallholder Horticulture Project (SHP)
Countries/IOs	USA (USAID), Israel (MASHAV), Ethiopia
Objective:	To promote economic growth in rural Ethiopia by strengthening commercialisation of smallholder farmers in horticulture production in areas with recognised market potential. The goal of SHP's Phase IV is to develop a competitive and sustainable fruit development sector focusing on establishing a base for avocado export for Ethiopian farmers.
Description of activities related to the case story topic:	The introduction of new high quality Israeli avocado varieties for domestic and export market provision of training and capacity building on improved fruit orchard management techniques, post-harvest management practices, nursery and tissue culture lab management and extension services. Establishment of new nurseries, tissue culture laboratories and production of seedlings and demonstration plots for horticultural plant propagation.
Project period:	Phase I (2005-2008), Phase II (2009-2012), Phase III (2012-2015) Phase IV (2016-2019)

6.2. Scaling up to new partners

Table 46. Case Story: Indonesia, Myanmar, Norway & UNDP

Project title:	Sharing of Experience on Planning and Budgeting Between the Government of the Republic of Indonesia and the Government of the Republic of the Union of Myanmar
Countries/IOs	Indonesia (BAPPENAS), Myanmar, Norway, UNDP
Objective:	To facilitate sharing of experiences between Indonesia and Myanmar, in particular on planning and budgeting and to provide the opportunity for participants to exchange ideas, information and experiences among themselves
Description of activities related to the case story topic:	The training is conducted under the Framework of South–South Co-operation of the Indonesia in co-operation with Norway and UNDP Indonesia. The project arose from the demand of the Government of Myanmar to exchange experiences on the issues of planning, budgeting, economic development, and fiscal decentralisation. In order to evaluate Sharing of Experience on Planning and Budgeting Bappenas held a course to identify relevance, effectiveness and efficiency of sharing of experiences. The result of evaluation will be used as a feedback for next co-operation.
Project period:	24-31 October 2015

Table 47. Case Story: Spain, Dominican Republic & El Salvador

Project title:	Project for the transfer of experience toward the adaptation of the Small Business Development Center (SBDC) in SME support centres
Countries/IOs	Spain, Dominican Republic, El Salvador
Other partners:	Micro, Small and Medium-sized Enterprises Council (CONAMYPE), El Salvador
Objectives:	To improve the access of SMEs and entrepreneurs to business development services.
Description of activities related to the case story topic:	Designing a strategy to adapt to the CDMYPE/SBDC model, including a sustainability proposal and an execution plan for the implementation of centres to support SMEs. The elaboration of the necessary tools for the deployment of a SME care model in the Dominican Republic, based on the private-public alliance academia. Support for the process of starting up SME care centres on the private-public alliance academia
Budget:	EUR 45 000
Project period:	2014-2016

6.4. Scaling up to other countries and regions

Table 48. Case Story: Colombia, Switzerland, Peru & World Bank

Project title:	SABA PLUS Project
Countries/IOs	Peru, Colombia, Water and Sanitation Programme (World Bank), Rural Water and Sanitation Network.
Other partners:	LATINOSAN IDB Latinosan network
Objective:	To contribute to making a substantial and sustainable increase in quality water and basic sanitation services coverage for the poorer communities in rural areas, and to enriching the global debate by capitalising on experience.
Description of activities related to the case story topic:	Sharing lessons learned in alliance with global stakeholders by disseminating the best practices in Peru, Colombia and Brazil, and providing an added value to the global debate by facilitating discussions. The SABA project linked public and private stakeholders for the sustainable management of drinking water and sanitation services in rural areas. The strategies for the implementation are based on participation (a collective action of different actors throughout the entire project cycle with inclusion and gender perspective), capacity-building and institutional strengthening (by training, professional development and sanitary education), subsidiarity, complementing the efforts of the various government levels.
Budget (in USD):	USD 9 263,000

Project period (phase on implementation): 12.2015 – 04.2018 (Peru)
02.2018 – 03.2020 (Colombia)

Table 49. Case Story: Germany, Honduras & Peru

Project title:	Institutional strengthening of the registration office of Honduras (training management)
Countries/IOs	Honduras, Germany, Peru
Other partners:	To strengthen the exchange of experience in citizen registration processes
Budget:	Between USD 1 000 000 and 5 000 000
Project period:	2015-2017

Table 50. Case Story: Chile, El Salvador & Germany

Project title:	Strengthening of productive entrepreneurship in Central America and the Caribbean
Countries/IOs	Chile, El Salvador, Germany
Objective:	To strengthen the entrepreneurship, especially of vulnerable groups (women and youth).
Description of activities related to the case story topic:	Phase II of the triangular co-operation with Germany on this matter, which aims to consolidate and expand the advancements reached by focusing on the sustainable alternatives common to the region of Central America, where similar projects have been implemented (particularly in the Dominican Republic).
Project period:	n.a.



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