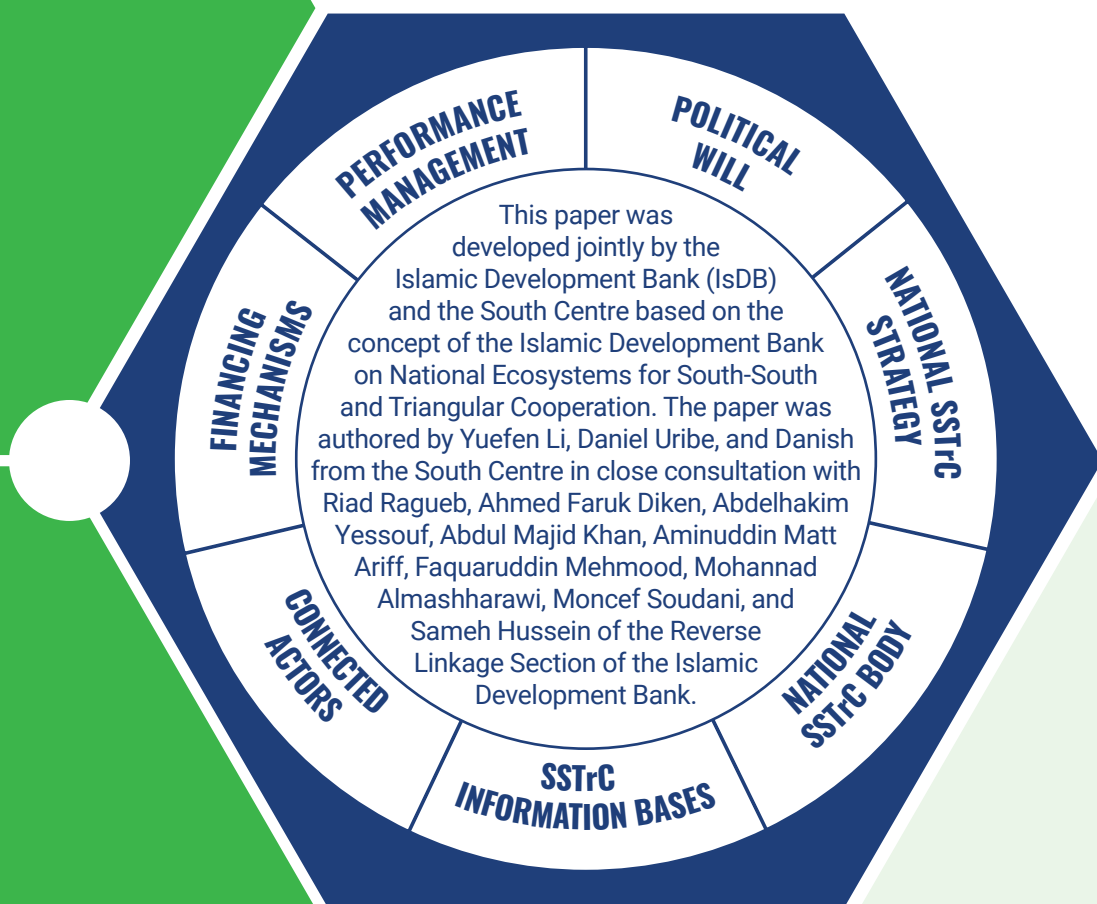




**DEVELOPING
NATIONAL ECOSYSTEMS
FOR SOUTH-SOUTH AND
TRIANGULAR COOPERATION
TO ACHIEVE AGENDA
2030 FOR SUSTAINABLE
DEVELOPMENT**





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DEVELOPING NATIONAL ECOSYSTEMS FOR SOUTH- SOUTH AND TRIANGULAR COOPERATION TO ACHIEVE AGENDA 2030 FOR SUSTAINABLE DEVELOPMENT

ISLAMIC DEVELOPMENT BANK AND SOUTH CENTRE

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2019



The **Islamic Development Bank (IsDB)** is an international financial institution with a current membership of 57 countries. Its mission is to promote comprehensive human development, with a focus on the priority areas of alleviating poverty, improving health, promoting education, improving governance and prospering the people.

The **South Centre** is an intergovernmental policy research think-tank composed of and accountable to its 54 developing country Member States. It conducts policy-oriented research on key policy development issues, and supports developing countries to effectively participate in international negotiating processes that are relevant to the achievement of SDGs. The Centre promotes the unity of the South in such processes while recognizing the diversity of national interests and priorities.



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EXECUTIVE SUMMARY

Developing countries, commonly grouped as the Global South, have increased the depth and breadth of their cooperation based on solidarity, shared values, and common needs and interests through South-South Cooperation (SSC). Several milestones, such as the historic Bandung Conference in 1955, the formulation of the Group of 77, and the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries (BAPA) adopted in 1978, have provided the necessary impetus for enhancing SSC. In parallel, the modalities, actors, and magnitude of SSC have witnessed impressively fast expansion, especially in the past two decades. Traditional donors have taken note of how SSC has emerged as one of the effective mechanisms for solving development challenges and are increasingly supporting SSC through a mechanism called Triangular Cooperation. Thus, South-South and Triangular Cooperation (SSTrC)¹ became an important modality of international cooperation for development that contributes to the achievement of the 2030 Agenda for Sustainable Development. This has been reaffirmed in the outcome document of the 40th anniversary of BAPA (BAPA+40) of 2019, which encourages developing countries to, among other actions, “adopt or strengthen national policies to advance South-South Cooperation and Triangular Cooperation, and to enhance the capacity of national and sub-national coordination mechanisms [...]”

Developing countries undertake SSTrC in different ways, using various approaches, institutional arrangements, and methodologies at the national level, influenced by various factors, including, but not limited to, existing capacities at the institutional, organizational, and human levels. While a lot has been achieved since 1955, the pace of improvements in national institutional frameworks has lagged behind the fast development of SSTrC. This is a constraint for unleashing the full potential of SSTrC.

The increasing complexity and sophistication as well as the substantial scale of SSTrC call for improved and effective institutional arrangements. This is specifically recognized in the Nairobi Outcome document, which states the particular need for “strengthening institutional and technical capacities” for SSTrC.

The Islamic Development Bank (IsDB), based on its experiences in both field and analytical work in SSTrC and through in-depth discussions and exploration, together with its member countries, has identified the main pillars of an effective national institutional framework—or a “national ecosystem”—for SSTrC.

In order to contribute to the discussion on the importance of national ecosystems for SSTrC, the IsDB and the South Centre partnered to formulate a paper that offers an overview of the currently existing national institutional arrangements set up by developing countries for SSTrC and highlights the importance of strong national ecosystems for successful engagement in and contribution to SSTrC.

This paper takes into consideration the experiences of the countries of the South, as well as the experiences of the IsDB and the South Centre in their capacities as multilateral development institutions and think tanks addressing development concerns of their respective member countries. The paper aims to identify the good practices and lessons learned from the experiences of developing countries that could be used for strengthening national ecosystems for SSTrC.

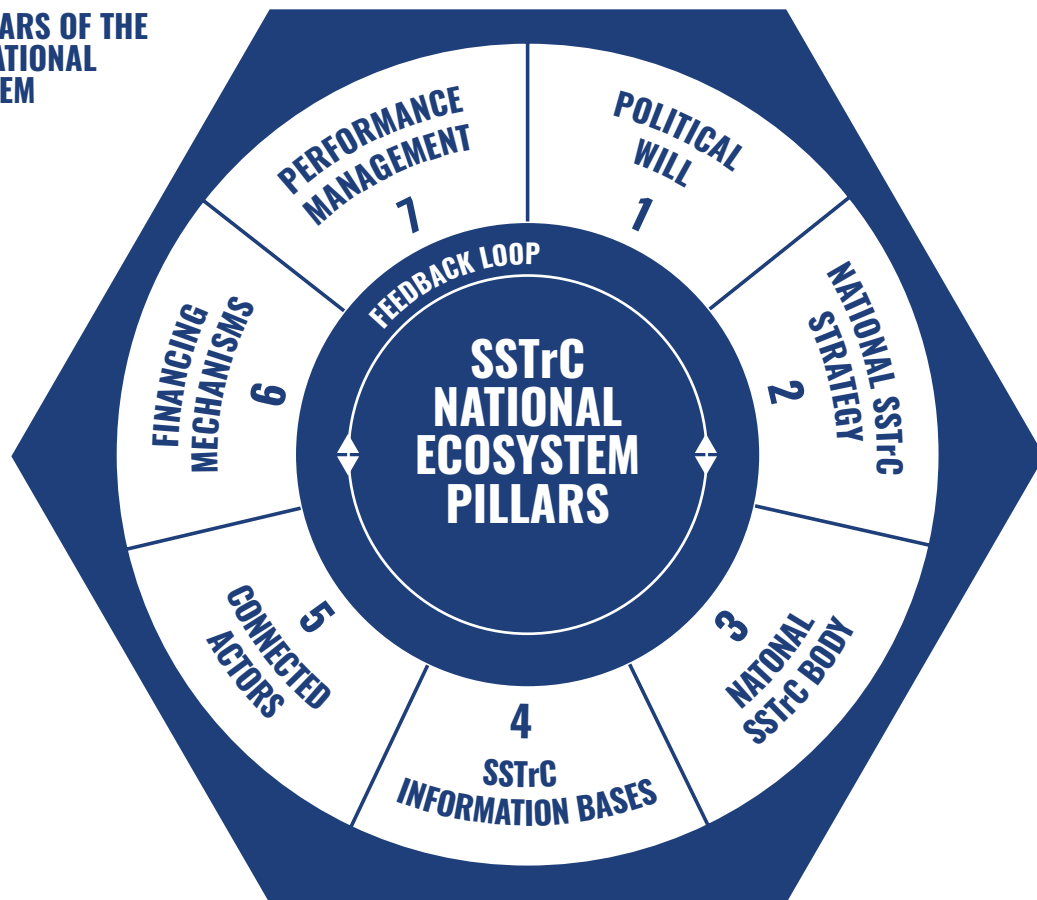
The interactions and linkages among the pillars of currently existing national institutional arrangements for SSTrC, identified through this paper, are geared toward enhancing the SSTrC activities of developing countries, in accordance with their own national conditions, economic and social priorities, and national development strategies as a whole. The following is a quick synopsis of the pillars of the national ecosystems:

- The **political will** from the highest governmental levels in developing countries is vital for including SSTrC as an element of the national development strategy, mainstreaming it into the national consciousness, as well as relevant legislative and regulatory instruments;
- Having **national strategies** for SSTrC could help governments clearly identify their priority areas as well as potential gaps or developmental needs that could be addressed by SSTrC, both as providers and beneficiaries;
- The establishment of a **national body** for SSTrC could facilitate increased coordination of national stakeholders and cooperation among developing countries through institutional arrangements that would guide national SSTrC efforts and mobilize external and internal resources;
- Building **information bases** on national SSTrC initiatives and available resources could assist countries in maintaining a comprehensive database for enhancing their SSTrC activities;
- **Connected actors** for SSTrC could bring in views and perspectives from various stakeholders, allowing them to coordinate and harmonize their efforts and greatly augment the ability of countries to engage in SSTrC, both as providers and beneficiaries;

¹ For the purpose of uniformity, SSTrC is used in this paper to stand for South-South and Triangular Cooperation, though some countries have been using different abbreviations. For example, Indonesia has traditionally used SSTC instead of SSTrC.



THE PILLARS OF THE SSTRc NATIONAL ECOSYSTEM



- Actualization of **financing mechanisms** at the national level would bring in more resources and domestic contributions, including in-kind contributions, for SSTRc activities. Contributions can also be raised at the regional and international levels, with several funds, institutions, and financial arrangements, including SSTRc in their focus areas;
- Lastly, enabling **performance management** of these initiatives would be advantageous in leveraging the experience gained and lessons learned for increasing the efficiency and benefit of SSTRc for all stakeholders.

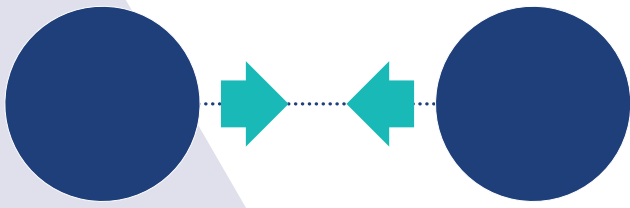
The synergies and complementarities existing among these pillars could facilitate the development of enhanced national ecosystems for SSTRc in developing countries. The spectrum of different pillars of the national ecosystems allows countries to choose those elements and configurations that align with their national conditions and would strengthen their national institutional frameworks. Cohesive and coordinated linkages among the different pillars of national ecosystems can improve the effectiveness, coordination, and mainstreaming of SSTRc as one of the mechanisms to contribute to achieving the United Nations (UN) Sustainable Development Goals (SDGs) and attaining the 2030 Agenda for Sustainable Development in developing countries.

“The Islamic Development Bank (IsDB), based on its experiences in both field and analytical work in SSTRc and through in-depth discussions and exploration, together with its member countries, has identified the main pillars of an effective national institutional framework – or a “national ecosystem” – for SSTRc.”

The establishment of national ecosystems for SSTRc at the country level can be considered a bottom-up and progressive approach, which would maximize the benefits that countries of the South can derive from engaging in SSTRc, both as beneficiaries and as providers. This paper thus proposes some recommendations that developing countries could consider when designing, implementing, or restructuring their own national ecosystems for SSTRc.

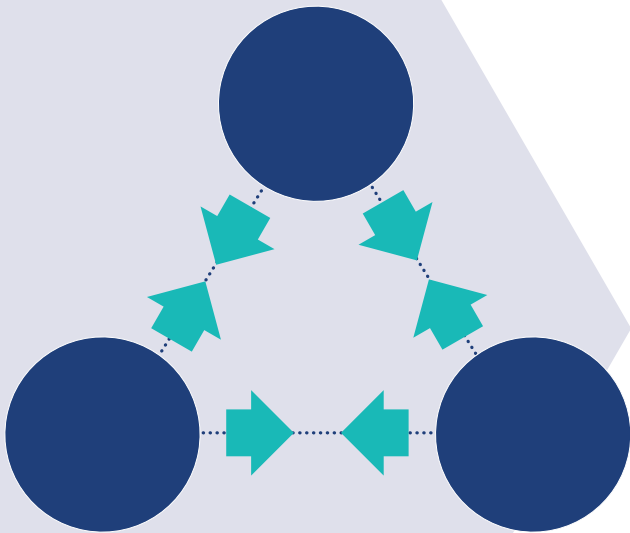
1

INTRODUCTION



SOUTH-SOUTH COOPERATION

SOUTH-SOUTH COOPERATION (SSC) HAS DRAMATICALLY CHANGED THE LANDSCAPE OF INTERNATIONAL COOPERATION AND BECOME AN IMPORTANT MEANS TO ADDRESS ECONOMIC, POLITICAL, SOCIAL, AND ENVIRONMENTAL GLOBAL CHALLENGES.



TRIANGULAR COOPERATION

SSC IS NOW BEING UNDERTAKEN IN INCREASINGLY MORE DIVERSIFIED MODALITIES, INVOLVING AN EVER EXPANDING SET OF CONNECTED ACTORS AND GROWING QUICKLY IN ITS SCOPE AND MAGNITUDE, TOGETHER WITH TRIANGULAR COOPERATION (TRC), WHICH HAS GAINED MORE ATTENTION IN THE PAST TWO DECADES.

South-South Cooperation (SSC)² is an essential component of international cooperation for developing countries. Building on its long history, SSC is now being undertaken in increasingly more diversified modalities, involving an ever expanding set of connected actors and growing quickly in its scope and magnitude, together with Triangular Cooperation (TrC),³ which has gained more attention in the past two decades. As emphasized by different outcome documents of various relevant international conferences and declarations of the Group of 77 (G77) and China, SSC is a complement to, not a substitute for, North-South Cooperation (NSC). SSC has dramatically changed the landscape of international cooperation and become an important means to address economic, political, social, and environmental global challenges.⁴ SSC has increased the weight of developing countries in the international decision-making process,⁵ drawing more attention to the priorities of Southern countries, strengthening their position in global governance, and increasing their contribution to the implementation of the 2030 Agenda for Sustainable Development.

On the basis of solidarity and common development needs and interests, SSC has played a vital role through different modalities, including technical cooperation, in the dissemination and scaling up of successful development solutions in the South. This is done through the sharing of experiences and lessons learned, as well as in promoting knowledge and expertise among developing countries.⁶ Technical cooperation is one of the most dynamic and traditional modes of SSC and has directly contributed to economic and social development in developing countries. Over the past few decades, economic development in the South has increased their share in the world markets and

² South-South cooperation is a broad framework for collaboration among countries of the South in the political, economic, social, cultural, environmental, and technical domains. It is managed by developing countries themselves, with active participation from governments, public and private sector actors, academia, and non-governmental organizations among others. (Source: "Role of South-South Cooperation and the Implementation of the 2030 Agenda for Sustainable Development: Challenges and Opportunities," Report of the Secretary-General, UN Doc A/73/383.)

³ Triangular cooperation refers to collaboration in which traditional donor countries and multilateral organizations facilitate South-South initiatives through the provision of funding, training, management, and technological systems as well as other forms of support. See the United Nations Office for South-South Cooperation (UNOSSC), "About South-South and Triangular Cooperation." Available from <https://www.unsouthsouth.org/about/about-sstc>.

⁴ United Nations Development Programme, "Scaling-up South-South Cooperation for Sustainable Development," (December 2016). Available from https://www.undp.org/content/dam/undp/library/development-impact/SS%20Research%20Publications/11960%20-%20Design%20for%20Scaling-up%20South-South%20Cooperation%20for%20Sustainable%20Development%20-%202009-3_Web.pdf.

⁵ Kevin Gray and Barry K. Gills, eds., *Rising Powers and South-South Cooperation* (Routledge, 2018).

⁶ Task Team on South-South Cooperation of the Organisation of Economic Co-operation and Development, "Unlocking the Potential of South-South Cooperation," (July 2011). See also Ibero-American General Secretariat, "Towards 40 Years of the Buenos Aires Plan of Action: Fresh Prospects for South-South Cooperation in Ibero-America," (2017). See also Hardeep Singh Puri, "Rise of the Global South and Its Impact on South-South Cooperation," *Development Outreach* (World Bank, 2010). Available from <https://openknowledge.worldbank.org/handle/10986/6076>.



reduced, to various degrees, their dependence on the Northern industrialized countries. This has contributed to the fast expansion of SSC to other areas including trade, finance, investment, connectivity, private sector development, and regional integration. The expansion of SSC has also led to the establishment and further development of new and existing multilateral and regional institutional arrangements for SSC, creating a more supportive environment for national initiatives and institutions to develop and operate.

Economic development in the South since the 1980s, especially in some emerging economies, has given greater economic development complementarities among the Southern countries. Naturally, SSC is a good platform to exchange experiences and foster innovative developmental strategies in view of the uneven pace of development among these countries. Most importantly, economic and financial cooperation among developing countries in many forms has given them important alternatives and opportunities to promote trade, foreign direct investment, financial resources, and technology transfer, among many others. In view of their proximity in their stage of economic development and common backgrounds, the cost effectiveness of such cooperation gives SSC an added advantage as well.

The increasing complexity and sophistication as well as the fast expanding scale of SSTRC, call for improved institutional arrangements at the national, regional, and international levels. Nevertheless, the pace of such improvements has lagged far behind the fast development of SSTRC on various fronts, making it a constraint or weak link for unleashing the full potential of SSTRC. Currently, the national institutional set-up for SSTRC in many countries has room for being further strengthened. However, to develop and put in place an effective and efficient institutional framework at the international and even regional level would represent a top-down approach that is not aligned with the principles and spirit of SSTRC. It would also require much time and concerted effort for designing a framework, building political support, and eventually reaching consensus. To minimize the negative impact of a weak institutional framework on the dynamics of SSTRC, the most practical and feasible way is to start addressing the challenge first at the national level and adopt a bottom-up approach for eventually achieving an effective global architecture.

This is being advocated for by the Islamic Development Bank (IsDB). The IsDB has been closely engaged with SSTRC since its founding in 1975. This is due to the fact that the IsDB is essentially a South-South development bank, owing to its ownership by 57 member countries (MCs) from the Global South. As such, strengthening cooperation among its MCs and

“The increasing complexity and sophistication as well as the fast expanding scale of SSTRC, call for improved institutional arrangements at the national, regional, and international levels.”

facilitating the exchange of expertise, technology, and resources have been key focuses of the IsDB for decades. To this end, various programs have been in operation for many years in order to increase trade, investment, and technical cooperation among the IsDB MCs. Notably, the IsDB's Technical Cooperation Program (TCP) has been in operation since 1982, providing millions in grant funding to facilitate the exchange of expertise, technology, and resources among the IsDB MCs. Recently, based on lessons learned from decades of TCP interventions, the IsDB introduced a new technical cooperation mechanism called “Reverse Linkage.” This mechanism is a scaled-up, technical cooperation mechanism that connects MCs to help one another develop capacity and solve development challenges through a peer-to-peer approach. Since 2014, the portfolio of Reverse Linkage projects has grown substantially, and the mechanism is now being mainstreamed in ordinary operations as a complementary tool to support the development of the MCs through a solidarity-based cooperation approach.

This is also in line with the IsDB's new direction: to become “A Bank of Developers and Development,” a direction that intends to make the IsDB a key facilitator of development through enhanced cooperation, in addition to being a development finance institution.

The IsDB, based on its experiences in both field and analytical work in SSTRC and through in-depth discussions and exploration, together with the MCs, has identified the main pillars of an effective national institutional framework – or “national ecosystems” – for SSTRC, as well as their interactions and linkages. While all developing countries are involved in SSTRC initiatives to various degrees, this paper validates the national ecosystems as conceptualized by the IsDB by utilizing examples and case studies from selected developing countries.⁷

⁷ These countries were selected on the basis of several factors, including regional representation, replies received to the Survey, consultations with country missions in Geneva, and membership of the 3-2C Network, in close consultation with the IsDB.

“This paper does not aim to offer a one-size-fits-all template. Instead, it attempts to offer an overview of current national arrangements designed by developing countries with the aim of identifying lessons and challenges from their experience for strengthening such ecosystems, as well as the pros and cons of different pillars under different national contexts.”

It is important to note that developing countries have different national circumstances and varying internal and external constraints, both of which in turn result in a multiplicity of development conditions. Therefore, it is natural that developing countries undertake SSTRC in different ways, using different approaches and methodologies, and with different institutional arrangements at the domestic level.

In this context, the present research aims to empirically identify key elements, common challenges, and efforts that developing countries could consider according to their own development needs and priorities to achieve fully functional national ecosystems for effective SSTRC. The paper, therefore, does not aim to offer a one-size-fits-all template. Instead, it attempts to offer an overview of current national arrangements designed by developing countries with the aim of identifying lessons and challenges from their experience for strengthening such ecosystems, as well as the pros and cons of different pillars under different national contexts.

A survey questionnaire developed by the South Centre and the IsDB⁸ was sent to selected countries. Along with the survey, face-to-face interviews were also conducted with officials of a few surveyed countries. The replies have been thoroughly analyzed and have been used to validate the research for this paper. This was followed by country visits to obtain more in-depth, first-hand information to supplement and/or validate the initial research findings. In addition, vast desk research was undertaken to review publicly available literature, including the institutional websites and other publications of government agencies of developing countries. The research has also taken into consideration the information provided by the multilateral and regional institutional arrangements

engaging in SSTRC, in particular, some multilateral arrangements for SSC that have been established by the South⁹ and their operations. An earlier draft was sent to the national bodies/institutions responsible for SSTRC for their comments and validation. Upon the receipt of the feedback from these countries, the draft was further revised to reflect their views and updated information. At the Second High-Level United Nations Conference on South-South Cooperation (BAPA+40) held between March 20–22, 2019 in Buenos Aires, Argentina, a high-level event was jointly organized by the IsDB, South Centre, and the United Nations Office for South-South Cooperation (UNOSSC) to discuss the concept and composition of the national ecosystems, which were validated by the participants without any reservation. After several rounds of review, validation, and re-examination at national and international levels, from concept formulation to the finalization of the paper on national ecosystems, the technical aspects and political soundness of the national ecosystems have been closely scrutinized and endorsed.

The paper is divided into five sections. Following the introduction, the second section revisits the rationale behind SSTRC as an essential component of international cooperation for developing countries. It does so by reviewing the major milestones that developing countries have accomplished in promoting SSC, followed by an analysis of the economic and political evolution of SSTRC. The third section describes the current national institutional arrangements for SSTRC, particularly by identifying good practices of some selected developing countries. The fourth section elaborates on the synergies and dynamics that exist among the pillars, which could facilitate the development of national ecosystems for SSTRC. This analysis includes a consideration of methodologies that could support developing countries' efforts to catalyze the benefits of SSTRC. The paper concludes by proposing some recommendations that developing countries could consider when designing, implementing, or restructuring their national ecosystems for SSTRC to cope with the current challenges and grasp existing opportunities in the implementation of the 2030 Agenda and achieving the UN Sustainable Development Goals (SDGs).

⁸ The questionnaire was sent to 18 developing countries in total, and included queries involving all pillars of national ecosystems of SSC. The Survey is available in Annex 2 of this paper.

⁹ These are selected Southern multilateral and regional institutions that have been set up exclusively by developing countries and which are open in terms of membership to developing countries.

BLAZING THE TRAIL FROM BANDUNG TO BAPA+40

2.1. MILESTONES OF SOUTH-SOUTH COOPERATION

Developing countries have long envisioned a mutually beneficial model of cooperation founded on a common history and shared values of solidarity, fairness, and mutual support. The need for a “global alliance to create and sustain a world of peace and cooperation toward social progress on the global scale”¹⁰ serves as the basis for strategic and united collective action on the part of developing countries to achieve their respective development goals and objectives.

The efforts of the South to elaborate “more specific regional, sub-regional, and national programs of cooperation”¹¹ have been recognized since the Bandung Conference in 1955 and the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries in 1978, to the reaffirmation of the principles of SSC by the G77 in September 2009¹² and the High-Level United Nations Conference on South-South Cooperation in 2009. This section will analyze these historic milestones of SSC and how the South has shaped SSC to meet global challenges, including the strengthening of the South at the multilateral, regional, and national levels.

The Asian-African Conference of Bandung in 1955 was the first South-South conference to highlight the need to design and build cooperation mechanisms of self-reliance and solidarity among the countries of the South. It recognized that the promotion and development of cooperation is the most “powerful means of promoting understanding among nations.”¹³

The next major development occurred in 1964 with the creation of the United Nations Conference on Trade and Development (UNCTAD) and the Group of 77 (G77). UNCTAD was created with a clear mandate to “maximize the trade, investment and development opportunities of developing countries and assist them in their efforts to integrate into the world economy on an equitable basis.”¹⁴ It therefore promotes economic cooperation and integration among developing countries and supports South–South trade cooperation initiatives, including ways SSC can help optimize development gains in developing countries.

MILESTONES OF SOUTH-SOUTH COOPERATION

1955

ASIAN-AFRICAN CONFERENCE OF BANDUNG

1964

UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT (UNCTAD)

GROUP OF 77 (G77)

1978

BUENOS AIRES PLAN OF ACTION OF PROMOTING AND IMPLEMENTING TECHNICAL COOPERATION AMONG DEVELOPING COUNTRIES (BAPA)

2009

HIGH-LEVEL UNITED NATIONAL CONFERENCE ON SOUTH-SOUTH COOPERATION (NAIROBI OUTCOME)

2019

SECOND HIGH-LEVEL UNITED NATIONAL CONFERENCE ON SOUTH-SOUTH COOPERATION (BAPA +40)

“The Asian-African Conference of Bandung in 1955 was the first South-South conference to highlight the need to design and build cooperation mechanisms of self-reliance and solidarity among the countries of the South.”

¹⁰ N'Dri Therese Assie-Lumumba, “Behind and Beyond Bandung: Historical and Forward-looking Reflections on South-South Cooperation,” *Bandung: Journal of the Global South* (2015), p. 1.

¹¹ South Commission, *The Challenge to the South* (Oxford University Press, 1990), p. 157.

¹² “G77 Ministerial Declaration,” 2009, paras. 70–71. Available from <http://www.g77.org/doc/Declaration2009.htm>.

¹³ Final Communiqué of the Asian-African Conference of Bandung (1955),” in *Asia-Africa Speak from Bandung* (Ministry of Foreign Affairs of Indonesia, 1955).

¹⁴ United Nations, “UNCTAD in Brief,” UNCTAD/EDM/Misc.17/Rev.1. Available from https://unctad.org/en/Docs/edmmisc17rev1_en.pdf.

“The G77 is the largest intergovernmental organization of developing countries in the United Nations (UN), and a prime example of SSC at the multilateral level.”

The G77 was formed by the signatories of the “Joint Declaration of the Seventy-Seven Developing Countries” issued at the end of the first session of the UNCTAD in Geneva, Switzerland. In its first joint declaration in 1964, the G77 reaffirmed the unity and solidarity of the South as an instrument for “enlarging the area of co-operative endeavour in the international field and for securing mutually beneficent relationships with the rest of the world,” stressing the need to strengthen the means of co-operation among the developing countries themselves. The G77 is the largest intergovernmental organization of developing countries in the United Nations (UN), and a prime example of SSC at the multilateral level.

The Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries (BAPA) of 1978 promoted a set of actions at the national, regional, and multilateral levels to strengthen and support technical cooperation among developing countries (TCDC). It provided a new impetus to the promotion of SSC as a “common and consolidated strategy among developing countries”¹⁵ to ensure that its perspectives are heard and reflected in the global policy and economic architecture.

The BAPA outcome recognized the basic principles of international relations between States, in particular the respect for sovereignty, non-interference in internal affairs, and equal rights, among others.¹⁶ It also promoted a set of actions at the national, regional, and global levels intended to strengthen and support cooperation among developing countries, including the need to formulate a national development plan or program that identifies the potential of TCDC based on the experiences and needs of other developing countries. Similarly, it encouraged the establishment of national mechanisms for promoting technical cooperation and strengthening national information systems for TCDC in order to facilitate the identification of resources and opportunities among developing countries.

The *Yamoussoukro Consensus* confirmed by the G77 Ministerial Declaration¹⁷ in 2009 articulated a set of principles of SSC to govern and guide exchanges among South countries, particularly by reaffirming that SSC must be considered as an expression of South-South solidarity and a strategy for economic independence and self-reliance of the South. The *High-Level United Nations Conference on South-South Cooperation* (in the Nairobi Outcome) in 2009, stressed the understanding that SSC is a partnership among equals based on solidarity and that it is a complement, not a substitute, for North-South Cooperation. It also acknowledged that SSC takes different and evolving forms, and acknowledged the need to enhance the development effectiveness of South-South cooperation, emphasizing the need for “strengthening institutional and technical capacities, improving the exchange of experience and know-how among developing countries, responding to their specific development challenges and increasing the impact of international cooperation”¹⁸ while stressing that SSC “offers viable opportunities for developing countries in their individual and collective pursuit of sustained economic growth and sustainable development” (see Box 1). Through the adoption of Resolution 71/244, the United Nations General Assembly agreed on the need to strengthen and further invigorate SSC by convening a high-level United Nations conference on SSC on the occasion of the 40th anniversary of the adoption of the Buenos Aires Plan of Action in 2019.

As a result, representatives of 160 countries gathered in Buenos Aires for the Second United Nations High-Level Conference on South-South Cooperation (BAPA+40) in March 2019 (see Box 2). The Outcome Document of BAPA+40 highlighted the important contribution of SSTRc to the implementation of Agenda 2030 and encouraged developing countries to, among other actions, “adopt or strengthen national policies to advance South-South Cooperation and triangular cooperation, and to enhance the capacity of national and sub-national coordination mechanisms [...]”. It also recognized the need to build “human and institutional capacity needed to formulate and implement national development policies, strategies and programmes for South-South and triangular cooperation.” In this respect, the Outcome Document of this milestone conference provides the necessary impetus for strengthening national institutional arrangements and capacities to be effectively engaged in SSTRc.

¹⁵ Ibero-American General Secretariat, “Towards 40 Years of the Buenos Aires Plan of Action: Fresh Prospects for South-South Cooperation in Ibero-America.”

¹⁶ Ibid.

¹⁷ G77 Ministerial Declaration of the 33rd Annual Meeting of the Ministers of Foreign Affairs in 2009.

¹⁸ Nairobi Outcome document, para. 20.



BOX 1 ESSENTIAL ELEMENTS OF THE SSC CONCEPTUAL FRAMEWORK (YAMOUSSOUKRO CONSENSUS ON SSC)

- South-South cooperation and its agenda must be driven by the countries of the South;
- South-South cooperation must not be seen as a replacement for North-South cooperation. Strengthening South-South cooperation must not be a measure of coping with the receding interest of the developed world in assisting developing countries;
- Cooperation between countries of the South must not be analyzed and evaluated using the same standards as those used for North-South relations;
- Financial contributions from other developing countries are merely expressions of solidarity and cooperation borne out of shared experiences and sympathies.

BOX 2 THEMES AND SUB-THEMES OF BAPA+40

- a) That the overarching theme of the Conference shall be "Role of South-South cooperation and the implementation of the 2030 Agenda for Sustainable Development: challenges and opportunities";
- b) That the sub-themes of the Conference shall be:
 - i) Comparative advantages and opportunities of South-South cooperation;
 - ii) Challenges and the strengthening of the institutional framework of South-South cooperation and triangular cooperation;
 - iii) Sharing of experiences, best practices, and success stories;
 - iv) Scaling up the means of implementation of the 2030 Agenda for Sustainable Development in support of South-South cooperation and triangular cooperation.

2.2. THE EVOLUTION OF SOUTH-SOUTH COOPERATION AND TRIANGULAR COOPERATION AND ITS ECONOMIC AND DEVELOPMENT RATIONALE

Though there is no universally agreed definition of SSC, it generally refers to a broad framework for cooperation among developing countries in various areas including the political, economic, financial, social, cultural, environmental, and technical domains. SSC is characterized by a horizontal, instead of a vertical relationship, as the Southern countries view themselves as equal partners rather than as donors and recipients. SSC is managed by developing countries themselves, with active participation from governments, public and private sector actors, academia, and non-governmental organizations, among others.¹⁹ It can take place at different levels such as on a bilateral, plurilateral, regional, intra-regional, or inter-regional basis. In short, SSC comprises exchanges of knowledge, technology, and resources between developing countries to help each other solve development challenges.

With the fast expansion of SSC, traditional donors mainly from the North have also become more enthusiastic in engaging in TrC projects that used to be scattered and small before the new millennium.²⁰ Many international organizations have had mandates to support SSC, which has been requested by UN Member States to be further mainstreamed in recent years. The UN has a working definition, which defines TrC as "collaboration in which traditional donor countries and multilateral organizations facilitate South-South initiatives through the provision of funding, training, management and technological systems as well as other forms of support."²¹

"The UN has a working definition, which defines TrC as "collaboration in which traditional donor countries and multilateral organizations facilitate South-South initiatives through the provision of funding, training, management and technological systems as well as other forms of support."

¹⁹ "Role of South-South Cooperation and the Implementation of the 2030 Agenda for Sustainable Development: Challenges and Opportunities," UN Doc A/73/383.

²⁰ OECD, "Dispelling the Myths of Triangular Co-operation – Evidence from the 2015 OECD Survey on Triangular Co-operation," (2016).

²¹ Available from <https://www.unsouthsouth.org/about/about-sstc/>.

“SSC started from a very low base in the 1960s and 70s, when the South was suffering collective poverty, with most of the population in developing countries living under the poverty line.”

SSC started from a very low base in the 1960s and 70s, when the South was suffering collective poverty, with most of the population in developing countries living under the poverty line. As a result of widespread poverty and economic underdevelopment, SSC was very much limited to capacity development, different forms of people-to-people exchanges, and political cooperation. SSC was referred to as “technical cooperation among developing countries” (TCDC) and “economic cooperation among developing countries” (ECDC); and was generally treated as a “soft subject” or an “add-on element” in development economy. It was driven by common political and historical perspectives and approaches as well as similar economic development needs. It differed very much from the North-South cooperation that was marked by a vertical donor–recipient relationship underpinned by certain conditionalities. In contrast to NSC, SSC was characterized by a horizontal relationship of brotherhood and equality based on mutual interest, shared values, and mutual understanding. This also explains the widely acknowledged comparative advantage of SSC, namely its cost effectiveness and greater impact. However, only since the mid-1980s has SSC taken the form of a fast-increasing volume of

THE SHARE OF THE SOUTH IN GLOBAL TRADE AND OUTPUT ROSE QUICKLY FROM 1990 ONWARDS, UNTIL THE GLOBAL FINANCIAL CRISIS OF 2007/08, DURING WHICH TIME THE GROWTH OF WORLD TRADE IN REAL TERMS INCREASED TO MORE THAN

6%,

WITH THE CONTRIBUTION OF THE SOUTH REACHING ABOUT

50%

IN THE 2000s.

South-South trade, flows of foreign direct investment (FDI), and movements toward regional integration, technology transfers, financial cooperation, and other forms of exchanges. The share of the South in global trade and output rose quickly from 1990 onwards, until the global financial crisis of 2007/08, during which time the growth of world trade in real terms increased to more than 6%, with the contribution of the South reaching about 50% in the 2000s.²² The decade before the global financial crisis was a period of almost synchronized economic expansion in the world, especially in the developing countries, which rode the choppy tide of the commodity super cycle, participation in the global value chains by some developing countries (particularly a number of Asian countries), and globalization in general. The result was an increase in the size of the middle class and industrialization in some emerging economies and economic development at various paces for many other developing countries. According to the International Monetary Fund (IMF), developing countries now account for 59.18% of global gross domestic product (GDP), in purchasing power parity terms;²³ though when measured by per capita, they lag far behind the mature economies. Most certainly, the increased productive capacities of developing countries, in comparison with their low levels a couple of decades ago, have led to the increasing weight of developing countries in international trade, investment, and technological advancement.

Economic development in the South has given rise to new complementarities among developing countries, both within and across regions. Some Southern countries have become important markets for commodities and manufactured goods, leading to increasing trade exchanges in the South as well as a surge in investment flows. The global financial crisis and resultant economic slowdown in the Northern markets gave a push to the trend of enhanced economic and financial linkages among developing countries. This led to a further reduction of economic dependence on the Northern industrialized countries.²⁴ SSC has therefore been expanding in many fields such as trade, investment, financial markets, infrastructure, peace and security, people-to-people exchange, experience sharing, public policy development, global governance policy support, and coordination.

²² UNCTAD, “Trade and Development Report 2018.”

²³ Available from <https://www.imf.org/external/datamapper/PPPSH@WEO/OEMDC/ADVEC/WEOORLD>.

²⁴ Shikha Jha and Peter McCawley, “South-South Economic Linkages: An Overview,” ADB Economics Working Paper Series No. 270 (August 2011).



17 PARTNERSHIPS FOR THE GOALS

Stronger alignment of SSC with sustainable development has also led to an increase in TrC. As the need to diversify the financial and technical support mechanisms to developing countries became more pronounced, the traditional donors from the North and international development organizations have also scaled-up their support to SSC. TrC became more prominent after the Organisation for Economic Co-operation and Development (OECD)'s Fourth High-Level Forum on Aid Effectiveness held in Busan, Republic of Korea in 2011. Although the Busan Forum was an important attempt by the traditional donors to converge the different norms and models of emerging SSC in line with the norms and standards of the Development Assistance Committee/OECD model,²⁵ it resulted in an increasing amount of TrC²⁶. With SDG 17 seeking to strengthen global partnerships to support and achieve the ambitious targets of the 2030 Agenda, SSTRC has been acknowledged by the international community as instrumental for implementing the SDGs.

Along with GDP growth in the developing countries, South-South trade has also grown exponentially, with the total amount increasing from US\$0.6 trillion in 1995 to US\$4 trillion in 2016, which is almost 29% of world trade.²⁷ Compared to trade with Northern countries, South-South trade expansion has been skyrocketing. Between 1990 and 2008, world trade expanded fourfold, while South-South trade multiplied by more than 20 times.²⁸ The driving force behind this fast trade expansion in and among the South was mainly due to their own economic development (particularly in the Asian and Latin American regions), the participation in the global value chain by some countries, and the lowering of trade barriers. This trend also shows that the Northern markets are more saturated while the South has been expanding fast. (See Figure 1.)

Flows of foreign direct investment between developing countries in the global South have also expanded side by side with the increasing economic linkages between the Southern countries. Between 2007 and 2017, 80% of the value of the announced greenfield projects by developing countries were with Southern countries.²⁹ FDI flows among developing economies accounted for about half of the world total.³⁰ Other financial flows, including portfolio investments, bank loans, bonds, export credits, official loans, and grants, have all increased.

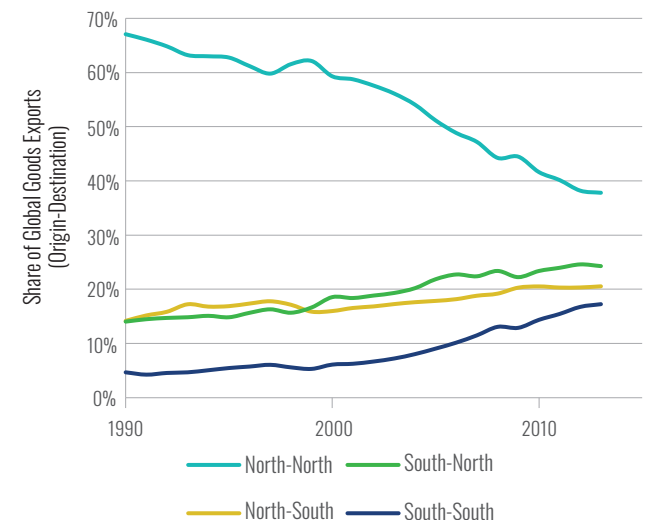
ALONG WITH GDP GROWTH IN THE DEVELOPING COUNTRIES, SOUTH-SOUTH TRADE HAS ALSO GROWN EXPONENTIALLY, WITH THE TOTAL AMOUNT INCREASING FROM

US\$0.6 TRILLION
IN 1995 TO

US\$4 TRILLION

IN 2016, WHICH IS ALMOST 29% OF WORLD TRADE.

FIGURE 1 GLOBAL GOODS EXPORTS



Source: IMF Report, Review of the Role of Trade in the Work of the Fund, February 2015

BETWEEN 1990 AND 2008, WORLD TRADE EXPANDED FOURFOLD, WHILE SOUTH-SOUTH TRADE MULTIPLIED BY MORE THAN

20 TIMES

²⁵ Catherine Blampied, "Where Next for Development Effectiveness? Building a Renewed Consensus," Overseas Development Institute, (October 2016). Available from <https://www.odl.org/sites/odi.org.uk/files/events-documents/10936.pdf>.

²⁶ Ibid.

²⁷ UNCTAD, "Forging a Path Beyond Borders: The Global South," (2018). Available from https://unctad.org/en/PublicationsLibrary/osg2018d1_en.pdf.

²⁸ Angel Gurría, "Economy: Does the Developing World Hold the Key to Building a Stronger Global Economy?," OECD, (June 25, 2010). Available from <http://www.oecd.org/about/secretary-general/economydoesthedevelopingworldholdthekeytobuildingstrongerglobaleconomy.htm>.

²⁹ UNCTAD, "Forging a Path Beyond Borders: The Global South."

³⁰ Ibid.

The modalities and magnitude of South-South financial cooperation have also been increasing. With the objective of helping each other in times of balance of payment problems and liquidity shortages caused by external shocks and other reasons, a number of plurilateral and bilateral South-South swap arrangements, such as the Chiang Mai Initiative and the BRICS (Brazil, Russia, India, China, and South Africa) Contingent Reserve Arrangements, have been initiated, and their sizes have also been increasing. National development banks, such as the Brazilian National Development Bank, the China Development Bank, and the Export and Import Bank of China, have also taken up SSC as a major area of their mandates.

The most eye-catching phenomenon of SSC in recent years has been the emergence of a wave of Southern-led new funds/banks and other financial arrangements for the purpose of responding to international initiatives like the 2030 Agenda and the Paris Agreement. The banks are also trying to address the pressing and enormous challenges in developing countries for financing infrastructure, capacity building, and economic development in general. For instance, China has launched a US\$2 billion South-South Cooperation Fund to assist developing countries toward implementing the 2030 Agenda. The new India-UN Development Partnership Fund supports Southern-led sustainable development projects across the developing world. Southern financial support to operational activities of the UN development system and other multilateral institutions has been increasing, reaching \$3.06 billion in 2016, a 10% increase over 2015. There is also the emphasis on providing SSC assistance to least developed countries and poorer countries. Both China and India for instance, have increased their economic and financial support to the African continent.³¹ In addition, many developing countries in crisis situations have received South-South humanitarian assistance from partner countries in the developing world.

SOUTHERN FINANCIAL SUPPORT TO OPERATIONAL ACTIVITIES OF THE UN DEVELOPMENT SYSTEM AND OTHER MULTILATERAL INSTITUTIONS HAS BEEN INCREASING, REACHING

US\$3.06 BILLION
IN 2016, A 10% INCREASE OVER 2015

“It is important to remember that many developing countries are not yet fully industrialized and have not diversified their economies.”

Some developing countries have gone through important economic catch-up processes and became middle income countries, while others have developed at a slower pace. Sharing experiences and lessons from their own development processes in the form of technical assistance has become even more valuable as the exchange of views and expertise constitutes an important channel for collaboration among Southern countries on finding effective development solutions. This is because the way Southern countries have addressed development challenges can be easily adapted to the economic and social conditions of other developing countries, owing to the proximity of their economic and social backgrounds. In addition, mutual trust among developing countries has been prevalent, making SSC welcoming in most circumstances. For instance, exchange of good practices in environmental protection and climate change adaptation has been increasing with the signing of the 2015 Paris Agreement. Non-financial modalities like cultural exchanges, being an important element of SSC, have also been increasing fast. Therefore, sharing development experiences and good practices and having other types of people-to-people exchanges have always been considered as important elements of SSC.

However, it is important to remember that many developing countries are not yet fully industrialized and have not diversified their economies. There is still a lack of sophistication in their financial systems. Developing countries as a whole are still at the periphery of the global economic system. In addition, SSC is quite unbalanced and uneven geographically, as much of the SSC comes from the Asian continent. Yet, it has been widely acknowledged that SSC can promote economic progress and increase the voice of the South in global governance.

³¹ Yuefen Li, “Assessment of South-South Cooperation and the Global Narrative on the Eve of BAPA+40,” South Centre Research Paper No. 88, (November 2018).

CURRENT NATIONAL INSTITUTIONAL ARRANGEMENTS FOR SOUTH-SOUTH AND TRIANGULAR COOPERATION

The fact that the scope of SSTRC has evolved from covering only short-term technical assistance activities to include other dimensions, such as trade, investment, infrastructure, and connectivity,³² is an important factor to consider when analyzing the need to design and implement development policies and strategies among developing countries. This also highlights the need to look at the institutional, policy-making, and capacity development arrangements for SSTRC. These national arrangements are not developed in a vacuum; rather, they are built on the basis of common experiences and priorities by developing countries, and they constitute a key element for promoting SSTRC under the conditions of equality, social progress, mutual benefits, and respect for sovereignty.

The current multilateral arena has seen the rise of a number of policy instruments providing a framework for future sustainable economic development. These instruments include the 2015 Paris Agreement under the United Nations Framework Convention on Climate Change, the 2015 Addis Ababa Action Agenda, the 2015 Sendai Disaster Risk Reduction and Management Framework, and the 2030 Agenda for Sustainable Development. These international agreements have provided a comprehensive and ambitious development compact that requires a significant degree of enhanced international cooperation, both North-South and South-South. In particular, SSC has been included in Goal 17 of the UN SDGs as a means to enhance cooperation on access to science, technology, and innovation toward knowledge sharing and in order to promote capacity-development for the implementation of the SDGs (see Box 3).

The different national conditions and the diversity and multitude of SSTRC activities, actors, modalities, and approaches for undertaking SSTRC are important factors that account for the differences in institutional arrangements at the national level in developing countries. With the actors increasing quickly, SSTRC initiatives are also rapidly multiplying. Opportunities for enhancing international cooperation are presenting themselves in different areas and from more partners. Developing countries can leverage these opportunities to accelerate their economic and social development. The following section provides examples of specific institutional arrangements that currently exist in developing countries, on the basis of examples from selected countries (see Annex 1 for detailed country examples).

BOX 3 SOUTH-SOUTH COOPERATION IN THE 2030 AGENDA

TECHNOLOGY

17.6 Enhance North-South, South-South, and triangular regional and international cooperation on and access to science, technology, and innovation, and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism.

17.7 Promote the development, transfer, dissemination, and diffusion of environmentally sound technologies to developing countries on favorable terms, including on concessional and preferential terms, as mutually agreed.

CAPACITY-BUILDING

17.9 Enhance international support for implementing effective and targeted capacity-building in developing countries to **support national plans to implement all the sustainable development goals, including through North-South, South-South, and triangular cooperation.**

“Opportunities for enhancing international cooperation are presenting themselves in different areas and from more partners.”

³² United Nations, “State of South-South Cooperation,” Report of the Secretary-General, A/72/297, (August 7, 2017).



3.1. POLITICAL WILL

Developing countries have recognized that SSTrC has been contributing to the achievement of economic and social development, not only for their own people but also for the people of the South as a whole and the achievement of the SDGs. However, political commitment and will from the highest national authorities are indispensable for the full engagement of any country in SSTrC and form the basis for any activities undertaken by the government for actualization of such commitments.

At the national level, developing countries have endeavored to promote political will in SSTrC through political declarations or statements, which have been subsequently translated into governmental actions, policies, and legal frameworks, along with specific SSTrC initiatives. Nevertheless, coordination and communication of these policies have faced a number of challenges in the implementation stage. Notably, developing countries face a number of barriers due to the low-level of awareness and knowledge of how SSTrC initiatives can promote and help achieve national development objectives and interests. Therefore,

“Developing countries face a number of barriers due to the low-level of awareness and knowledge of how SSTrC initiatives can promote and help achieve national development objectives and interests.”

broader discussions to include SSTrC priorities into national development programs and strategic objectives could guide the work of public institutions and private agencies while they serve as a catalyst for the programmatic and political engagement of all actors in SSC initiatives.

Morocco’s experience and efforts in the development of an enabling environment for SSTrC are a good illustration of how political will plays a key role in a country’s engagement with SSTrC. For Morocco, SSTrC is a “vehicle for the sustainable emergence of Africa,”³³ and the Moroccan Constitution even recognizes the reinforcement of SSTrC as a primary objective in its preamble. Morocco’s commitment to SSTrC has been further strengthened by His Majesty King Mohammed VI, who clearly identified South-South Cooperation as the main pillar of Moroccan foreign policy.

Another example of political will is that of **Indonesia**, which has a well-developed legal and policy framework for SSTrC,³⁴ as enshrined in the many decrees, regulations, and laws adopted by the Government of Indonesia over the years. SSC is also stipulated within the President’s 9 Priority Agenda, also known as “Nawa Cita,” as one of the priorities in the administration’s strategic direction.³⁵ Furthermore, Indonesia includes SSC within its National Medium-term Development Plan 2015–2019, which recognizes that Indonesia shall utilize SSC as a modality to enhance development cooperation.³⁶

Similarly, **Azerbaijan** offers an interesting example of how political will could contribute to strengthening national development plans toward integrating SSTrC principles as a substantial aspect of the foreign policy of a State. “Azerbaijan 2020: A Look into the Future,” adopted in 2012, represents Azerbaijan’s principal development concept towards economic diversification and development based on further integration and closer cooperation at the regional and international level.³⁷ Azerbaijan considers the attainment of closer political and economic cooperation with “countries in South Asia, Latin America, and Africa, where the Azerbaijan International Development Agency of

³³ Hamza Guessous, “AMCI: Morocco Makes South-South Cooperation a Vehicle for Sustainable Emergence of Africa,” Morocco World News, December 5, 2018. Available from <https://www.morocoworldnews.com/2018/12/259558/amci-morocco-south-south-africa/>.

³⁴ The generally accepted abbreviation in Indonesia for South-South and Triangular Cooperation is “SSTC.” To avoid confusion for readers, “SSTrC” is being used in this paper for parts also related to Indonesia.

³⁵ Current President’s Vision in the Nawa Cita, Nine Change Programs for Indonesia. Available from <https://kominfo.go.id/content/detail/5484/nawacita-9-program-perubahan-untuk-indonesia/0/infografis>.

³⁶ Indonesia’s National Medium-Term Development Plan document. Available from <https://www.bappenas.go.id/id/data-dan-informasi-utama/dokumen-perencanaan-dan-pelaksanaan/dokumen-rencana-pembangunan-nasional/rjip-2005-2025/rjip-2015-2019/>.

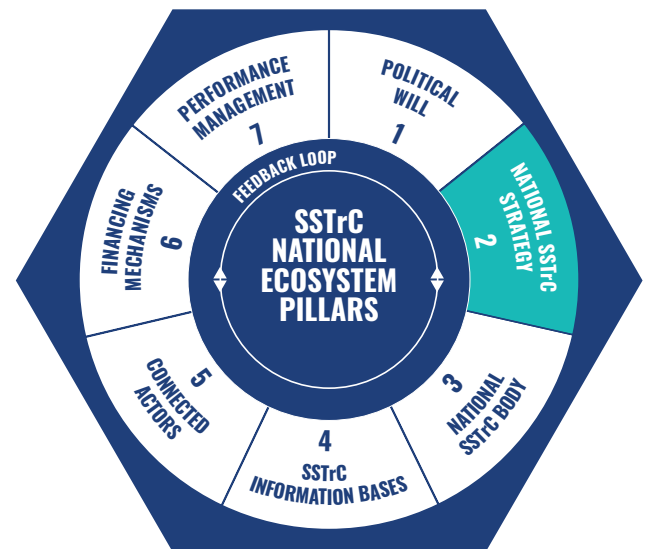
³⁷ Government of Azerbaijan, “Azerbaijan 2020: A Look into the Future,” p. 7. Available from https://president.az/files/future_en.pdf.



“The development of national ecosystems for SSTRc requires political will and domestic support to undertake and implement strong and long-lasting development partnerships.”

the Ministry of Foreign Affairs also implements humanitarian projects³⁸ as one of the foundations of this development concept, which allows strengthening their influence at the global level to find solutions for global concerns.³⁹

The development of national ecosystems for SSTRc requires political will and domestic support to undertake and implement strong and long-lasting development partnerships.⁴⁰ Political support at the national level guides the development efforts of each actor, can drive the institutional and legal framework necessary to carry out cooperation programs, and can help create a sense of ownership in such partnerships. As the examples show, political leadership plays a critical role for the dissemination of SSTRc values and principles in national development plans, as heads of state or government are often responsible for planting the seeds of SSTRc initiatives and maintaining their momentum. Given the different modalities and arrangements of SSTRc initiatives existing at the national, regional, and multilateral levels, the political commitment and involvement of developing countries’ leadership are necessary for ensuring that legal, institutional, and policy arrangements would fully enable and guide the smooth operationalization of national SSTRc activities.



3.2. NATIONAL STRATEGIES FOR SOUTH-SOUTH COOPERATION AND TRIANGULAR COOPERATION

Developing countries have recognized that SSTRc has been contributing to Since the adoption of BAPA in 1978, SSC has gradually evolved into a multi-dimensional process aimed at integrating SSC priorities within the framework of national development strategies in an increasing number of developing countries. In its report⁴¹ on SSTRc in the Asia Pacific region, the UN Economic and Social Commission for Asia and the Pacific (UNESCAP) has stated that only a certain number of countries have developed international cooperation strategies covering SSTRc and few have incorporated stand-alone policies or regulations exclusively dedicated to SSTRc. While several developing countries have specialized bodies dealing with international cooperation, including SSTRc, few have introduced policies or regulatory measures explicitly guided by SSTRc priorities. However, in many instances, it is possible to discern the inclusion of SSTRc priorities in national strategies by examining the domestic policy and legislative frameworks of developing countries.

³⁸ Ministry of Foreign Affairs of Azerbaijan, “Azerbaijan 2020: Turning Strength into Sustainability,” Foreign Affairs (January–February 2015). Available from <http://www.mfa.gov.az/files/file/foreignaffairs.pdf>.

³⁹ Ibid.

⁴⁰ Mariella Di Ciommo, “Approaches to Measuring and Monitoring South-South Cooperation,” Discussion Paper (Development Initiatives, 2017). Available from <http://devinit.org/wp-content/uploads/2017/02/Approaches-to-measuring-and-monitoring-South%E2%80%93South-cooperation.pdf>.

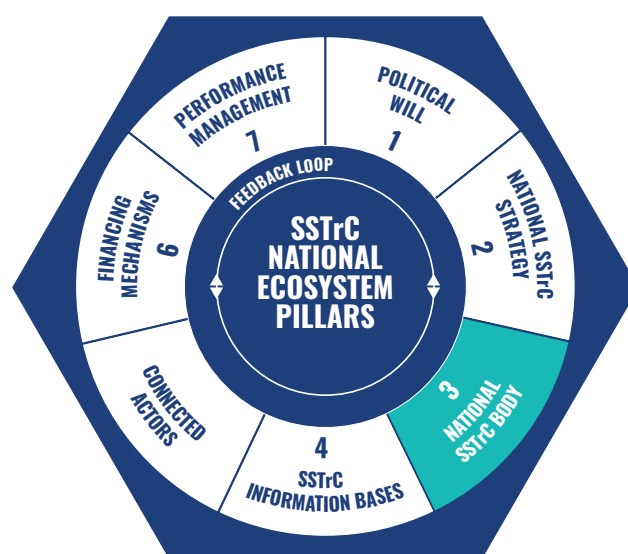
⁴¹ United Nations Economic and Social Commission for Asia and the Pacific, “South-South Cooperation in Asia and the Pacific: A Brief Overview,” (2018). Available from https://www.unescap.org/sites/default/files/SSC_Paper_v04_20180621_FINAL_formatted.pdf.

Argentina, for example, has developed strategies for SSTRc as part of their foreign affairs policy of regional integration and development, which recognizes the principle of horizontality and non-interference. Argentina has also adopted its 2013–2015 Guidelines for SSC that include increasing contacts in Africa, Asia, and the Caribbean region with the objective of developing bilateral cooperation programs and enlarging the number of missions and interdisciplinary teams of experts for the creation of specific development partnerships and projects.⁴²

Palestine has developed a framework of international cooperation for development. The Palestinian International Cooperation Agency (PICA) coordinates and organizes the Palestinian development process, which includes the implementation of cooperation programs in line with SSC principles and the Agenda 2030.⁴³ According to the UN Office for South-South Cooperation (UNOSSC), “all PICA working areas aim to contribute to the global development agenda; each field is committed to accomplish one or more SDGs.”⁴⁴

In the case of **Turkey**, the Turkish International Cooperation and Development Agency (TİKA) was established in 1992 as a technical aid organization under the Ministry of Foreign Affairs to meet the immediate aid needs of Eurasian countries. TİKA was entrusted with the responsibility of coordinating and implementing Turkey’s development cooperation policy in alignment with the national and international actors and for producing development cooperation statistics.⁴⁵ Turkey emphasizes the needs and priorities of its partner countries and has incorporated a communication model based on interaction and learning. It also has comprehensive strategy papers for enhancing its international development effectiveness and efficiency. For instance, the Republic of Turkey 2014–2018 5-Year Development Plan section 1.25, International Cooperation Infrastructure Program for Development, 4-Year Presidential Plan (pending), and TİKA 2019–2023 Strategic Plan (pending) are Turkey’s strategy papers used for developing SSTRc activities.⁴⁶

The national strategy for SSTRc must be based on the principles of SSC, particularly the respect for national sovereignty, national ownership and independence, equality, non-conditionality, non-interference in domestic affairs, and mutual benefit. Adherence to these principles while developing national strategies for SSTRc would ensure that national efforts in this area are formulated as an expression of South-South solidarity based on equal footing and cooperation among all countries. In addition, this strategy must be aligned with the national development priorities of the country.



3.3. NATIONAL BODY FOR SOUTH-SOUTH COOPERATION AND TRIANGULAR COOPERATION

The existence of an institutional set-up is a very important pillar for the proper functioning of national ecosystems for SSTRc. This was well reflected in the 2017 Report of the UN Secretary-General on South-South Cooperation, which observed that “the increasing momentum of South-South Cooperation needs to be supported by strengthened institutionalization of collaborative efforts.”⁴⁷

Establishing a national body for SSTRc can help facilitate cooperation activities and collaboration among developing countries as these arrangements can simplify administrative, educational, and other contacts with partners in SSTRc activities and can contribute to the creation of an environment aimed at encouraging collaboration among them more generally. Such a specialized body would be well positioned to provide policy guidance and coordination for domestic actors and stakeholders in SSTRc. Identification of trends and patterns of SSTRc, as well as the collection and dissemination of data relating to SSTRc, also often fall under the purview of such a national body.

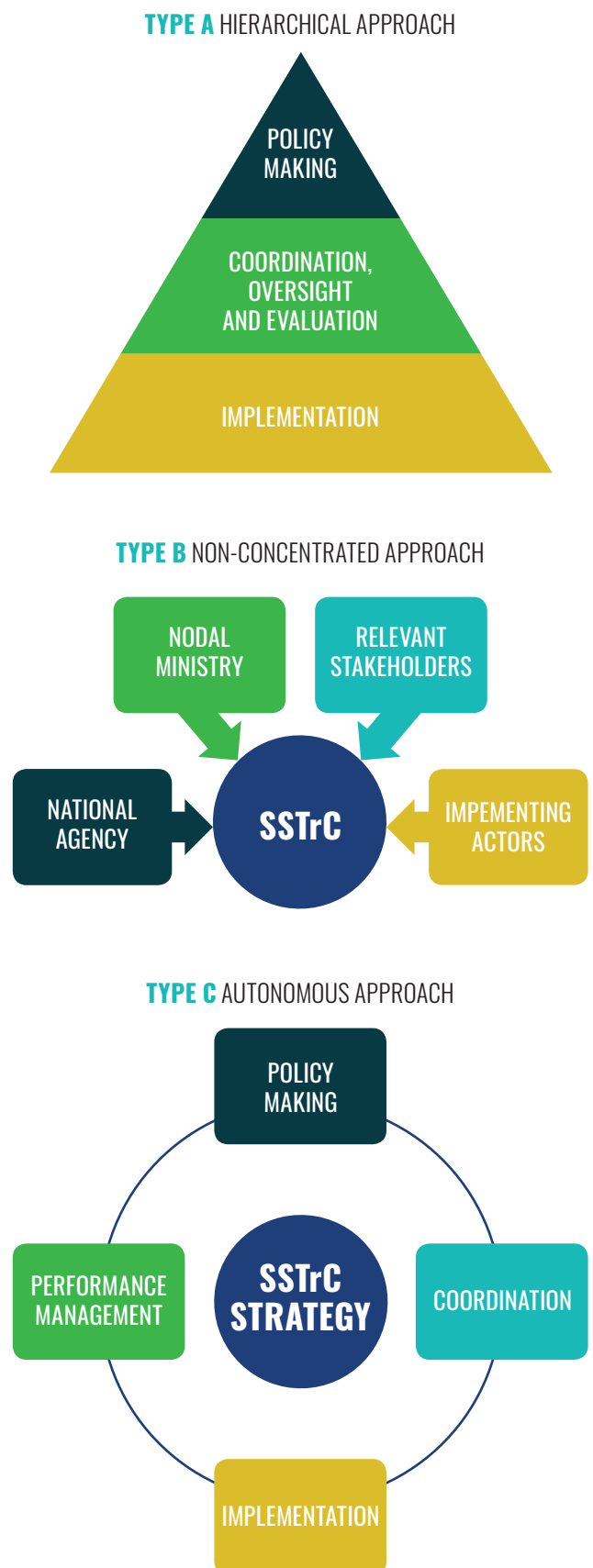
The role given to the national body for SSTRc could also include the promotion of the outflow of their SSTRc initiatives. This builds upon the reality that all developing countries have had unique experiences in their development path, which can be shared based on their common history with other developing countries and contribute positively to the development efforts of all countries. The national body can be the conduit for streamlining such exchanges, enabling all developing countries (particularly least developed countries) to maximize the benefits from SSTRc.



“Independently of how the institutional frameworks for SSTRc are designed, developing countries would benefit from having a comprehensive institutional framework for SSTRc initiatives in connection with their national strategies, including for regional and sub-regional cooperation.”

Currently, developing countries have very different approaches to the establishment of a national body for SSTRc (See Figure 2). Some states have opted for a hierarchical approach to institution building by designating a particular ministry to be the directorate for SSTRc, while other states have developed a less centralized approach that incorporates all connected actors in the decision-making processes under the guidance of a department or agency that may or may not be dependent on a nodal ministry. Still others have chosen to establish autonomous agencies for the development of SSTRc activities. These various experiences show how specialized institutions, bodies, or agencies dealing with SSTRc can support developing countries’ efforts in streamlining their cooperation activities and aligning them with their national development priorities and the development needs of partner countries. Independently of how the institutional frameworks for SSTRc are designed, developing countries would benefit from having a comprehensive institutional framework for SSTRc initiatives in connection with their national strategies, including for regional and sub-regional cooperation.

FIGURE 2 DIFFERENT TYPES OF NATIONAL INSTITUTIONAL FRAMEWORKS



⁴² Santiago Dematine and Julieta Rodríguez, “Argentina Cooperates: National Public Administration Capacities to Know and Share.” Available from <http://cooperacionarg.gob.ar/userfiles/catalogo-eng.pdf>.

⁴³ Cristina Giner, “South-South in Action: Solidarity through Cooperation and Development,” South-South and Triangular Cooperation in Action Series (United Nations Office for South-South Cooperation and Palestinian International Cooperation Agency, 2018). Available from <https://drive.google.com/file/d/1D3qYBP3n7RbQFyig58UD6APXrD8fYgW/view>.

⁴⁴ Ibid.

⁴⁵ Statistical, Economic and Social Research and Training Centre for Islamic Countries, IsDB, TIKA, and UNOSSC, Mapping Turkey’s Resource Centers (2016).

⁴⁶ Based on feedback received from the Turkish International Cooperation and Development Agency on an earlier draft of this paper.

⁴⁷ United Nations, “State of South-South Cooperation,” Report of the Secretary-General, A/72/297, (August 7, 2017).

In **Egypt**, the Egyptian Agency of Partnership for Development (EAPD) offers a substantive example of a national body for SSTRc. Established in 2014, the EAPD is affiliated with the Ministry of Foreign Affairs. It is governed by a Board that is chaired by the Minister of Foreign Affairs and that includes the Deputy Foreign Minister for African Affairs, as well as a number of Assistant Ministers. The EAPD is administered by a Secretary General who is appointed by the Foreign Minister. The main pillars of the EAPD's activities are organizing capacity building programs, providing humanitarian assistance, dispatching experts, and supporting economic integration between Egypt and African countries. The EAPD's activities focus on establishing partnerships at the national, regional, and international levels to swiftly and effectively bolster the endeavors of developing countries to achieve the SDGs and harness the immense potential for cooperation among them.

India offers a compelling example, as its Development Partnership Administration (DPA) was set up in January 2012 as part of the Ministry of External Affairs. DPA's focus is to ensure speedy and efficient implementation of India's SSC initiatives in close coordination with other ministries and departments. Comprised of three sections with their specific focus areas, the DPA is tasked with streamlining the delivery of India's SSC projects from the stages of concept, launch, execution, and completion, which lead to efficient implementation of projects in close cooperation with, and facilitation of, its partner countries.

Indonesia has developed a unique institution in the form of its National Coordination Team (NCT) of South-South and Triangular Cooperation, which is the key body in charge of coordinating SSTRc activities. The NCT was led by the Ministry of National Development Planning (Bappenas) since 2010 until 2016. The leadership transitioned to the Ministry of Foreign Affairs commencing in 2017. The NCT is a multi-ministerial/agency team comprised of four ministries: Ministry of National Development Planning/Bappenas, Ministry of Foreign Affairs, Ministry of Finance, and Ministry of State Secretariat. The institutional framework of the NCT is described in the 2010 Regulation of the Minister of National Development Planning/Bappenas, according to which the NCT has three layers of authority consisting of a Steering Team, Implementing Team, and Working Groups⁴⁸ that are supported by a secretariat. Since its establishment, the NCT has been tasked to develop systems and standard operating

procedures for program formulation, management of demands from Southern partners, and identification of priority countries and key sectors to engage with Southern partners.⁴⁹

In **Tunisia**, the Tunisian Agency for Technical Cooperation (ATCT) was created in 1972 as a governmental institution for implementing the national policy of technical cooperation in response to the needs of developing countries in the fields of sustainable human and economic development. Since its establishment, ATCT has been consistently working to build win-win partnerships with different countries (especially Arab and African countries), regional, and international organizations to engage in SSTRc activities. Its main activities focus on facilitating the transfer of Tunisian development solutions and best practices to partner countries through the implementation of projects and programs in coordination with other Tunisian ministries, public and private institutions, and technical resource centers.

For **China**, after years of deliberation among policy makers and academia, the China International Development Cooperation Agency (CIDCA) was established in 2018 to "formulate strategic guidelines, plans and policies for foreign aid, coordinate and offer advice on major foreign aid issues, advance the country's reforms in matters involving foreign aid and identify major programs and supervise and evaluate their implementation."⁵⁰ The CIDCA is directly under the State Council. The coordination and strategic planning role, which used to be undertaken by the Ministry of Foreign Affairs and Ministry of Commerce, has now been shifted over to CIDCA.

In **Morocco**, the Moroccan Agency for International Cooperation (Agence Marocaine De Coopération Internationale, AMCI) was set up in 1986⁵¹ to promote Moroccan SSC activities, especially the outflow of SSC. AMCI is headed by a Director General, and it works in close collaboration with the Ministry of Foreign Affairs and International Cooperation. AMCI provides assistance to and has close partnerships with various Moroccan governmental, financial, educational, and private institutions to carry out SSTRc activities. AMCI also has a large network of partners at international, regional, and bilateral levels. This has further enhanced their capacity to promote SSTRc through interfacing, coordinating, and facilitating with institutions with expertise in different areas for implementing various projects. Even though expertise

⁴⁸ Based on feedback received from the Indonesia Directorate for Foreign Policy and International Development Cooperation on an earlier draft of this paper.

⁴⁹ United Nations Development Programme Indonesia, "Brief on South-South and Triangular Cooperation in Indonesia." Available from <http://www.id.undp.org/content/dam/indonesia/2015/brief/SSC-briefUNDPformat.pdf>.

⁵⁰ China International Development Cooperation Agency, "About Us." Available from http://en.cidca.gov.cn/2018-08/01/c_259525.htm.

⁵¹ See AMCI website at <http://www.amci.ma/>.

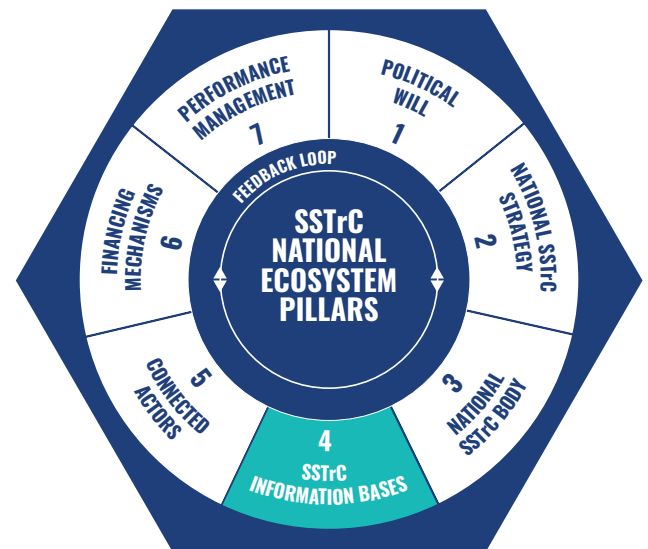


“The exchanges and coordination among connected actors, such as national public entities, local administrations, academia, civil society, and the private sector, can be enhanced when a country has a national body acting as the focal point for SSTRc.”

and specialized technical capacities remain in various governmental ministries and other entities, AMCI is a partner in implementing technical assistance projects, in particular with expertise in project demands, mobilizing financial resources, and facilitating visa and related foreign affairs issues.

The above examples cited demonstrate that the exchanges and coordination among connected actors, such as national public entities, local administrations, academia, civil society, and the private sector, can be enhanced when a country has a national body acting as the focal point for SSTRc. This, in turn, could promote greater cooperation between stakeholders in matching areas/sectors located in the partner countries enabling more timely and demand-driven SSTRc in areas of common concern.

The establishment of a national body for SSTRc could therefore be a vital element for strengthening the institutional framework of SSTRc, and it is directly linked to capacity building strategies, the normative framework, enforcement, and implementation of SSTRc activities. However, building such national institutional frameworks is not simple, and the efforts of several major SSC provider countries in this regard are still at a nascent stage.⁵²



3.4. SOUTH-SOUTH COOPERATION INFORMATION BASES

Developing countries have recognized the need to maximize the potentialities and complementarities of the South to face global crises in a dynamic manner.⁵³ A report⁵⁴ by UNESCAP notes that information provided by developing countries is often limited with regards to the existence of policy or regulatory frameworks guiding SSTRc activities. Devising such communication and information strategies could allow bolstering the beneficial impact of SSTRc toward the achievement of national development priorities in the framework of the SDGs.

Brazil serves as a good case study for the development of information bases given its experience in developing the Project Accompaniment National System, which allows a follow-up of the progress of each project with regard to the outputs foreseen in its logical matrix.⁵⁵ The Brazilian experience, although advanced in comparable terms, still faces certain challenges and obstacles due to the fragmentation of their operations, in particular, the fact that SSTRc activities are undertaken by different actors, which makes data collection difficult.⁵⁶ The Brazilian Cooperation Agency

⁵² Yuefen Li, “Assessment of South-South Cooperation and the Global Narrative on the Eve of BAPA+40,” South Centre Research Paper 88 (November 2018), p. 21. Available from https://www.southcentre.int/wp-content/uploads/2018/11/RP88_Assessment-of-South-South-Cooperation-and-the-Global-Narrative-on-the-Eve-of-BAPA40_EN-2.pdf.

⁵³ Group of 77, “The Yamoussoukro Consensus on South-South Cooperation,” Twelfth Session of the Intergovernmental Follow-up and Coordination Committee on Economic Cooperation among Developing Countries, (2008), para. 5.

⁵⁴ UNESCAP, “South-South Cooperation in Asia and the Pacific,” (2018).

⁵⁵ Brazilian Cooperation Agency, “Módulo Técnico do SIGAP: RPE,” (2017). Available from http://www.abc.gov.br/sigap/downloads/Manual_RPE_v2.0.pdf.

⁵⁶ André de Mello e Souza, Paulo Esteves, Manaira Assunção, Karin Adams, Melissa Pomeroy, and Leonardo Paz, “Monitoring and Evaluation Mechanisms for South-South and Triangular Development Cooperation: Lessons from Brazil for the 2030 Agenda,” (United Nations Development Programme, 2016). Available from [http://www.undp.org/content/dam/undp/library/development-impact/SS%20Research%20Publications/11875%20-%20Monitoring%20and%20evaluation%20mechanisms%20for%20South%20-%202006_Web%20Version\(2\).pdf](http://www.undp.org/content/dam/undp/library/development-impact/SS%20Research%20Publications/11875%20-%20Monitoring%20and%20evaluation%20mechanisms%20for%20South%20-%202006_Web%20Version(2).pdf).

System has been commended for providing an easily accessible website, which publishes information on all of its projects, including where the expenditures of financial or in-kind resources have been made.

Nigeria has also created a unique system for the realization of its SSC activities, which connects trained Nigerian professionals to act as volunteers for serving in other developing countries, especially in the African, Caribbean, and Pacific (ACP) regions. The Nigerian Technical Aid Corps (TAC) was established in 1987 for sharing Nigeria's know-how and expertise and for giving assistance on the basis of the assessed and perceived needs of partner countries. The TAC is meant to "promote cooperation and understanding, as well as facilitate meaningful contacts between the youth."⁵⁷ The TAC maintains and draws from the large roster of Nigerian professionals to provide volunteers, and since its inception, thousands of Nigerian volunteers have served in countries in ACP regions, with new partnerships being explored with countries like Brazil and Viet Nam.⁵⁸

In **China**, the newly established CIDCA has a clear mandate to collect information and evaluate the implementation of SSC projects. In November 2018, CIDCA published the "Management Measures for Foreign Assistance"⁵⁹ document that contains detailed policies on financing, implementation, and monitoring of foreign assistance projects, including data collection. Currently, the document is seeking comments pending formal adoption.⁶⁰ In addition, China has developed important platforms that could lead to the adoption of policies and initiatives relating to SSC. The modalities it will adopt for undertaking these responsibilities would be of great interest to countries wishing to establish their own information bases at the national level for purposes of obtaining timely information and better coordination.

For **Tunisia**, appointing professionals to work abroad is one of the main activities of the Tunisian Agency for Technical Cooperation (ATCT). This process is made up of four steps that follow the preparation of available competent candidates in each field of specialization who are eligible for technical cooperation. According to ATCT data, there are 26,264 Tunisian candidates available across 18 fields of work.⁶¹ These professionals are mainly from the

"The development of communication strategies for publicizing efforts carried out by all actors at the national, regional, and international levels could strengthen access to information on SSTRC initiatives."

Tunisian Administration, universities, and public and private companies. The ATCT also maintains a roster of these candidates, which is a searchable database that allows selection by criteria of categories such as expertise, qualification, and experience.⁶² ATCT also maintains a list of consulting firms that can be searched according to their work sector and a forum for Tunisian professionals, wherein they would be able to see the opportunities present in other countries.

The establishment of such information bases could also consider the benefits of emerging communication technologies that allow for regular communication between project partners and the dissemination of information to local communities. These synergies will in turn assist in the better absorption of knowledge and easier adoption of new practices by all connected actors. Most importantly, policy makers will be empowered to make informed decisions.

Similarly, the development of communication strategies for publicizing efforts carried out by all actors at the national, regional, and international levels could strengthen access to information on SSTRC initiatives. This could also help foster partnerships among the South by developing communication platforms for the promotion and visibility of SSTRC efforts. Supporting and strengthening communication strategies would further allow for knowledge sharing among partner countries and contribute to efforts for developing policy initiatives at the national level, while considering local and indigenous expertise in the implementation of SSTRC initiatives that consider local conditions and the needs of local communities.

⁵⁷ Article 2 of the Nigerian Technical Aid Corps Act, October 1, 1987. Available from <http://lawnigeria.com/LawsoftheFederation/NIGERIAN-TECHNICAL-AID-CORPS-ACT.html>.

⁵⁸ TAC Directorate website. Available from <http://www.dtac.gov.ng/DTAC/dtac/aboutDTAC>.

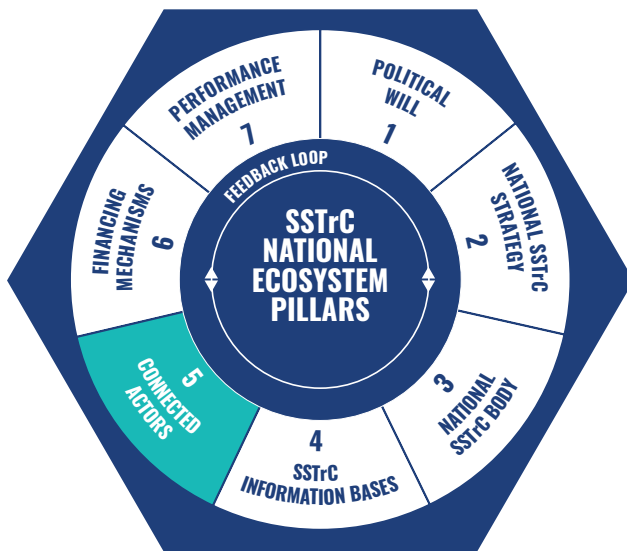
⁵⁹ Foreign Aid Management Measures (Draft for Comment). Available from http://www.cidca.gov.cn/2018-11/13/c_129992970.htm.

⁶⁰ Ibid.

⁶¹ ATCT, "Candidates Distribution by Field." Available from https://www.atct.tn/sites/default/files/repartition_des_candidats_au_31032019.pdf.

⁶² ATCT, "Research of Candidates." Available from https://www.atct.tn/en/chiffre_cle.

⁶³ ATCT webpage in <https://www.atct.tn/en>.



“Actors can include government policy makers, national implementing and coordination agencies, local communities, civil society organizations, the private sector, academicians, and other stakeholders from developing countries.”

3.5. CONNECTED ACTORS

There is a multiplicity of actors who come together for undertaking SSTrC initiatives from its conceptualization and design to implementation and follow up. These actors can include government policy makers, national implementing and coordination agencies, local communities, civil society organizations, the private sector, academicians, and other stakeholders from developing countries. By linking together, these actors can coordinate and harmonize their efforts and greatly augment the ability of countries to engage in SSTrC, both as providers and beneficiaries.

For its health aid programs, **Cuba** utilizes a host of connected actors. It usually enters into a bilateral agreement with partners that includes “agreeing on the number of Cuban doctors to be deployed and the number of medical scholarships to be offered.” The Cuban doctors generally work on two-year contracts, and the host country usually provides accommodation, food, workplace, and a monthly allowance, while the Cuban government maintains the doctors’ regular salaries. Following this model, countries across Latin America, Africa, and Asia have greatly benefitted from Cuban collaboration over the decades.

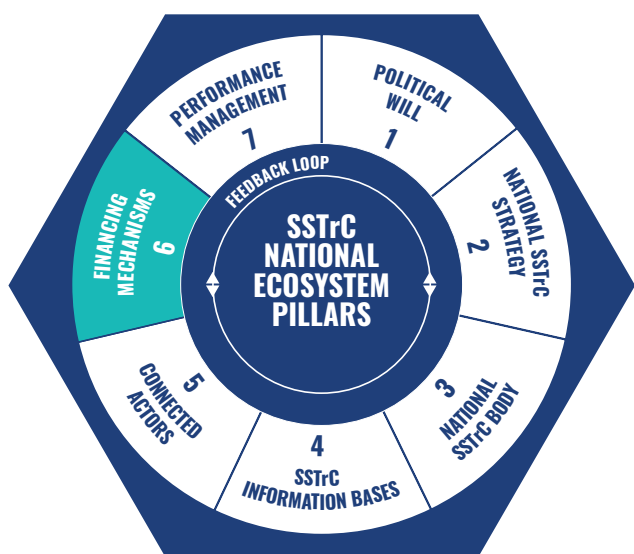
FOR ITS HEALTH AID PROGRAMS, CUBA UTILIZES A HOST OF CONNECTED ACTORS. IT USUALLY ENTERS INTO A BILATERAL AGREEMENT WITH PARTNERS THAT INCLUDES “AGREEING ON THE NUMBER OF CUBAN DOCTORS TO BE DEPLOYED AND THE NUMBER OF MEDICAL SCHOLARSHIPS TO BE OFFERED.”

AZERBAIJAN LAUNCHED THE BAKU PROCESS IN

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STARTING WITH THE BAKU DECLARATION THAT RECOGNIZES THE NEED TO **“PROMOTE A SUSTAINED PROCESS OF INTERCULTURAL DIALOGUE, WHICH IS ESSENTIAL FOR INTERNATIONAL CO-OPERATION, WITH A VIEW TO PROMOTING HUMAN RIGHTS, DEMOCRACY AND THE RULE OF LAW.”**

Azerbaijan launched the Baku Process in 2008, starting with the Baku Declaration that recognizes the need to “promote a sustained process of intercultural dialogue, which is essential for international co-operation, with a view to promoting Human Rights, Democracy and the Rule of Law.” The Baku Process is composed of a World Forum on Intercultural Dialogue and Baku Humanitarian Forum held biannually in the capital of Azerbaijan. These two events bring together different stakeholders from local, national, regional, and international arenas as well as former heads of state, Nobel laureates, and other eminent and public figures to discuss and address the problems of sustainable development and sustainable peace in the world, as well as establish a network for strengthened cooperation and partnerships.



3.6. FINANCING MECHANISMS

For supplementing their SSTrC initiatives, developing countries need to mobilize existing national resources while also seeking new resources and in-kind contributions at the regional and multilateral levels. The participation of financing institutions can help in bringing resources for SSC activities, but it will require the development of a coordinated, transparent, and mutually beneficial relationship among all the involved stakeholders.

For example, funding for **Indonesia's** SSTrC activities comes from several funding sources, including:

1. State budget funding;
2. Triangular partnership funds and international development partners;
3. Cost sharing with the beneficiary countries;
4. Partnership with private sector;
5. Trust funds (e.g., South-South Facility WBI, Perez Guerrero Trust Fund).⁶⁴

Data from 2015 show that the programs were mostly covered by the Indonesian state budget (63%), while a mixed budget between development partners and a state budget was at 20%, and the rest (17%) was from development partners.⁶⁵ The Annual Report of Indonesia's South-South and Triangular Cooperation from 2016 also notes that, "In aggregate, funding for the implementation of the Indonesia's SSTC programs is still dominated by the state budget issued through the Ministries and State Agencies. The government hopes that funding for the implementation of Indonesia's SSTC in the future will not depend entirely on the state budget and can be strengthened by maximizing funds from third parties..."⁶⁶

According to a report prepared by the UNOSSC, **Palestine's** financing mechanisms for SSC consist of three main financial resources: (i) yearly budget from the national governmental budget; (ii) grants, donation-based crowd funding, and partnerships; and (iii) income generated by projects based on agreements.⁶⁷ Similarly, it has been recognized that the Palestinian diaspora has the potential to promote global partnership networks of State officials, non-state actors, the private sector, and academia, but also by developing local capacities and mobilizing further financial contributions.⁶⁸ The efforts taken by Palestine toward accomplishment of SSTrC, even with limited resources, are "a clear testimony to the very idea of South-South Cooperation,"⁶⁹ which is supported further by the fact that PICA has extended assistance toward Ecuador, Rwanda, Sri Lanka, and Pakistan to address various development challenges.⁷⁰

Cuba also provides in-kind contributions for its SSC activities, focusing mainly on health, education, and sport sectors.⁷¹ Cuban doctors and health and medical professionals have been at the forefront in providing emergency assistance to many developing countries that suffer from natural disasters. As De Vos et al. note, Cuba's SSC initiatives in the field of health have "an 'Integrated Health Program (*Programa Integral de Salud*, PIS) for Latin America and the Caribbean and for Africa.' This cooperation program is free for the receiving country and is focused on first-line health services. Depending on local needs, the development of integrated health care at the primary level can be complemented with technical assistance to improve the performance of local hospital services, with training programs for local human resources, or with essential drugs programs. Their work is reinforced with that of specialists and academicians, according to local needs."⁷²

⁶⁴ "Annual Report of Indonesia's South-South and Triangular Cooperation," (2015), p. 3.

⁶⁵ *Ibid.*, p. 31.

⁶⁶ "Annual Report of Indonesia's South-South and Triangular Cooperation," (2016), p. 15.

⁶⁷ Giner, "South-South in Action: Solidarity through Cooperation and Development."

⁶⁸ *Ibid.*

⁶⁹ Professor Sachin Chaturvedi, "South-South Cooperation: Theoretical Perspectives and Empirical Realities," November 8, 2018. Available from <https://www.ssc-globalthinkers.org/node/160>.

⁷⁰ *Ibid.*

⁷¹ UNOSSC & Naciones Unidas en Cuba, "South-South in Action, From Cuba to the World," (2018). Available from <https://www.unsouthsouth.org/2018/05/10/south-south-in-action-from-cuba-to-the-world-launched-by-unossc-and-the-un-system/>.

⁷² Pol De Vos, Wim De Ceukelaire, Mariano Bonet, and Patrick Van der Stuyft, "Cuba's International Cooperation in Health: An Overview," DOI: 10.2190/HS.37.4.k.



IN 2015, CHINA HAD ANNOUNCED THAT IT WOULD SET UP A CHINA SOUTH-SOUTH CLIMATE COOPERATION FUND TO PROVIDE

US\$3.1 BILLION

FOR ASSISTING DEVELOPING COUNTRIES TO COPE WITH CLIMATE CHANGE AND MITIGATION PROBLEMS.

In 2015, China had announced that it would set up a China South-South Climate Cooperation Fund to provide US\$3.1 billion for assisting developing countries to cope with climate change and mitigation problems. In addition, it also pledged a \$2 billion South-South Assistance fund to facilitate developing countries' implementation of the 2030 agenda and for achieving the SDGs. Furthermore, according to China's White Paper on Foreign Aid,⁷³ China provided to developing countries grants accounting for 36.2% of the total assistance volume. Interest-free loans took up 8.1% of its foreign assistance volume, and concessional loans comprised 55.7% of its total assistance volume in the same period. China's SSC also includes debt write-offs and humanitarian aid. The SSC budget is managed by the Ministry of Finance. Concessional loans are raised by the Export-Import Bank of China on the market. China's SSC initiatives are more concentrated in the continents of Africa and Asia.

Contributions can also be raised from different sources, including at the regional and multilateral levels. The regional level has seen a proliferation of regional funds, development banks, and financial arrangements that could be utilized for financing SSTRC initiatives. Regional institutions and funds having memberships

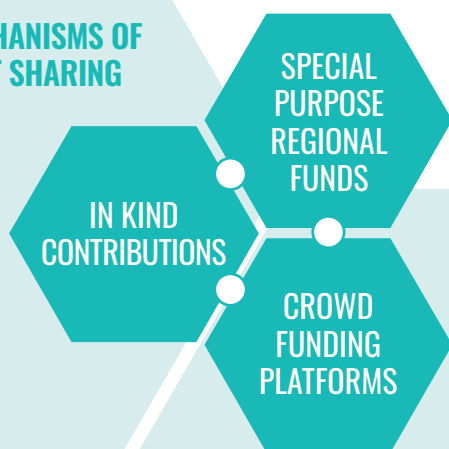
from the South have been set up for the purpose of supporting SSC activities.

Several funds, institutions, and financial arrangements at the multilateral level also include SSC as part of their focus areas. Newly established Southern-led multilateral financial institutions are rapidly expanding the scope of their activities and have already overtaken the existing ones in terms of their capital reserves.⁷⁴ This can be favorably leveraged by developing countries for the financing of their SSTRC initiatives.

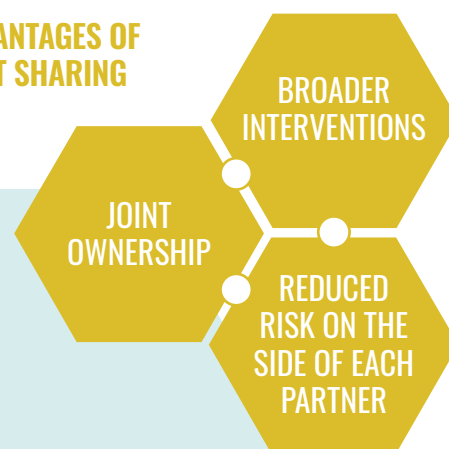
For example, the **Perez-Guerrero Trust Fund for South-South Cooperation** is a fund established in 1983 for supporting activities in economic and technical cooperation among developing countries of critical importance to developing country members of the G77 in order to achieve national or collective self-reliance, according to the priorities set by them. Another financing mechanism available for developing countries is the **India, Brazil, and South Africa Facility for Poverty and Hunger Alleviation**, which was created as an agreement between the countries of India, Brazil, and South Africa.

The significant flexibility afforded to countries to determine how they can best actualize their national contributions for SSTRC allows them to precisely tailor their resource allocation to the different modalities of SSTRC activities that they are a part of. In addition, such contributions would also send a strong signal to other developing countries and TrC partners that the country considers SSTRC to be an integral part of its development agenda and is willing to utilize it to attain their national developmental goals in a holistic and sustainable manner. Contributions are therefore an essential element for fulfilling SSTRC initiatives in developing countries.

MECHANISMS OF COST SHARING

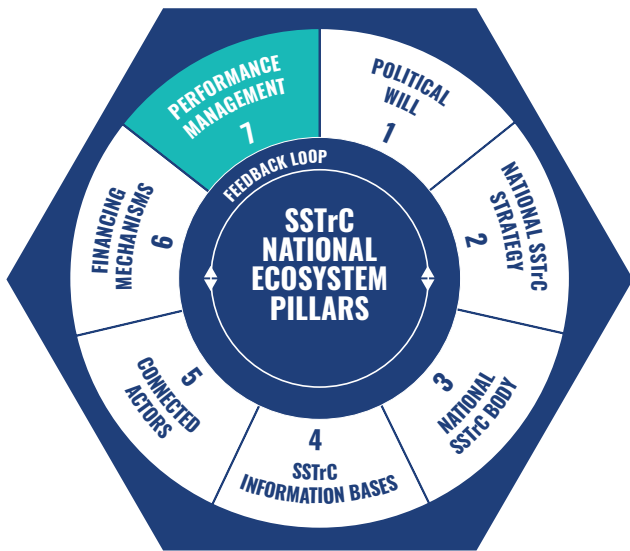


ADVANTAGES OF COST SHARING



⁷³ The State Council of China, "White Paper on China's Foreign Aid," (2014). Available from http://english.gov.cn/archive/white_paper/2014/08/23/content_281474982986592.htm.

⁷⁴ Available from <https://developmentfinance.un.org/south-south-and-triangular-cooperation>



3.7. PERFORMANCE MANAGEMENT

In his latest report on South-South Cooperation, the UN Secretary-General considered that “many United Nations entities encounter difficulties in monitoring and evaluating their support for South-South initiatives, but some have designed methodologies to assess performance and measure the impact of their various interventions.” These are, however, “based on their common vision and complementary approaches for delivering on the Sustainable Development Goals.” Similar challenges have also been faced by developing countries in their efforts to identify the overall contribution of SSTrC in meeting their development objectives.

Considering the different national circumstances and development priorities of developing countries, there is a need to explore new and innovative means for performance management at the national level. Many countries have developed considerable project-based expertise in this issue, and they continue the development of their national practices in keeping with their own identified priorities.

India has its own internal structured monitoring process for performance management. It includes joint reviews by the Ministry of External Affairs and other connected actors, including India’s Missions in partner countries for addressing urgent issues. The Missions also conduct such reviews on a monthly basis for critical projects, with specific nodal officers being appointed at multiple levels. These reviews can also include consultations with the partner countries. For instance, Bangladesh recently sent a multi-ministerial delegation to India for reviewing the SSC projects in Bangladesh, where exchanges happen regularly. This is similarly followed for all countries with regular structured reviews and project reviews, as per the requirements of the partner countries. Consultants for these projects therefore learn from such experiences, and the lessons are utilized in other projects. Thus,

there is both cross-level and horizontal referencing that form a system of continuous improvement for India’s SSC initiatives.

Brazil’s experience has recognized the complexity involved in addressing challenges in wider strategies framing SSTrC projects and operations. Brazil has developed both an operation and dissemination strategy for “the formulation, appraisal, implementation and monitoring of Brazilian South-South technical cooperation.”⁷⁵ This objective is fulfilled by the joint coordination of projects and initiatives thanks to direct involvement among all partners in the planning stage of operations and the monitoring and evaluation of results,⁷⁶ which allows the identification of challenges and difficulties that the project is facing in every stage. In addition to traditional monitoring reports, project reviews, and missions, Brazil has also established the Project Steering Committee (PSC) as one of the main mechanisms for management and coordination of SSC Partnerships. The PSC generally comprises a focal point of each partner country with the objective of discussing performance and actions to take for project coordination, technical implementation, and financial and administrative execution.⁷⁷

“A number of countries have engaged in various efforts to design and implement performance management strategies for SSTrC by categorizing financial or in-kind contributions, such as inputs, outputs, and outcomes of certain projects.”

A number of countries have engaged in various efforts to design and implement performance management strategies for SSTrC by categorizing financial or in-kind contributions, such as inputs, outputs, and outcomes of certain projects.⁷⁸ Developing countries could develop national systems to assess the impact of SSTrC programs while bearing in mind the specific principles and unique characteristics of SSC and TrC as well as their different national circumstances and development priorities.

⁷⁵ Brazilian Cooperation Agency, “Manual of South-South Technical Cooperation Management,” First Edition, (2017), p. 62.

⁷⁶ Ibid., p. 16.

⁷⁷ Ibid.

⁷⁸ Di Ciommo, “Approaches to Measuring and Monitoring South-South Cooperation.”

NATIONAL ECOSYSTEMS FOR SOUTH-SOUTH AND TRIANGULAR COOPERATION



FIGURE 3 NATIONAL ECOSYSTEMS FOR SOUTH-SOUTH AND TRIANGULAR COOPERATION

The different pillars comprising the current national institutional arrangements for SSTrC complement and reinforce each other to enable the efficient functioning of the ecosystems. The relationship among these pillars could inspire collective coordination among developing countries with a view to set a functional network of cohesive and coordinated linkages among the different pillars of SSTrC. This could trigger efforts to create new policies, laws, and regulations to materialize a greater collective impact for the promotion of SSTrC. This section examines the existing linkages among the pillars of these institutional arrangements, with the objective of shedding light on the national ecosystems framework for SSTrC (See Figure 3 and Box 4).

BOX 4 DEFINITION OF ECOSYSTEM

An ecosystem is defined as a system of interlinked and interacting parts. The national ecosystem for SSTrC is a collection of interlinked institutional arrangements that complement each other without a specific hierarchical order. The ultimate benefit of the ecosystem materializes when all parts co-exist and work together harmoniously. The national ecosystem provides the enabling environment for effective SSTrC.

“The national ecosystem for SSTRC is a collection of interlinked institutional arrangements that complement each other without a specific hierarchical order.”

The introduction of a functional network of cohesive and coordinated linkages among the different pillars of the national institutional arrangements to formulate effective national ecosystems can improve the effectiveness, coordination, and mainstreaming of SSTRC. The national ecosystem for SSTRC is a collection of interlinked institutional arrangements that complement each other without a specific hierarchical order. It is composed of different pillars, including political will, national SSC strategy, national body, connected actors, financing mechanism, SSC information bases, and performance management. These pillars interact with each other in a cohesive manner. The national experiences mentioned in this paper demonstrate not only the effectiveness of these pillars but also show the nuanced differences in the way the national ecosystem is being formulated in different countries. This fact proves that the system should not be designed on the basis of a one-size-fits-all approach; on the contrary, it must recognize that developing countries have different national circumstances and development priorities.

The spectrum of different pillars of the national ecosystems should allow countries wishing to strengthen their own institutional framework for SSTRC to find the useful component(s) or configuration(s) that would match their national conditions. In addition, though the major pillars of the national ecosystems would apply to SSC institutional frameworks as a whole, different sectors could have their own specific legal, institutional, and procedural contexts. For instance, for international trade, World Trade Organization rules and binding trade agreements, as well as measures by countries in order to meet specific national obligations would require special attention. Similarly, areas like investment, climate change, and technology transfer also have their own rules and regulations.

The affirmation of the importance of SSTRC and its principles and values through a clear expression of **political will** could result in establishing SSTRC as an important component of the national development strategy and facilitate mainstreaming of SSTRC in all national institutions and with all connected actors. This allows a better identification of financial resources and human talent subject to the development needs of

each partner, which could consequently build stronger and long-lasting relations with other developing countries. On the flip side, the absence of political will could hamper the development of SSTRC, as little or no budgetary and human talent allocation would be directed at promoting SSTRC.

Political will should be translated into making SSTRC part of the national development strategies based on conditions and objectives that are specific to the historic and political context of developing countries and to their own needs and expectations. This could improve the coordination of initiatives on the ground among national institutions. In addition, this can help in formulating clear operational governance of SSTRC, guiding responsible behavior, and clarifying accountability at different levels.

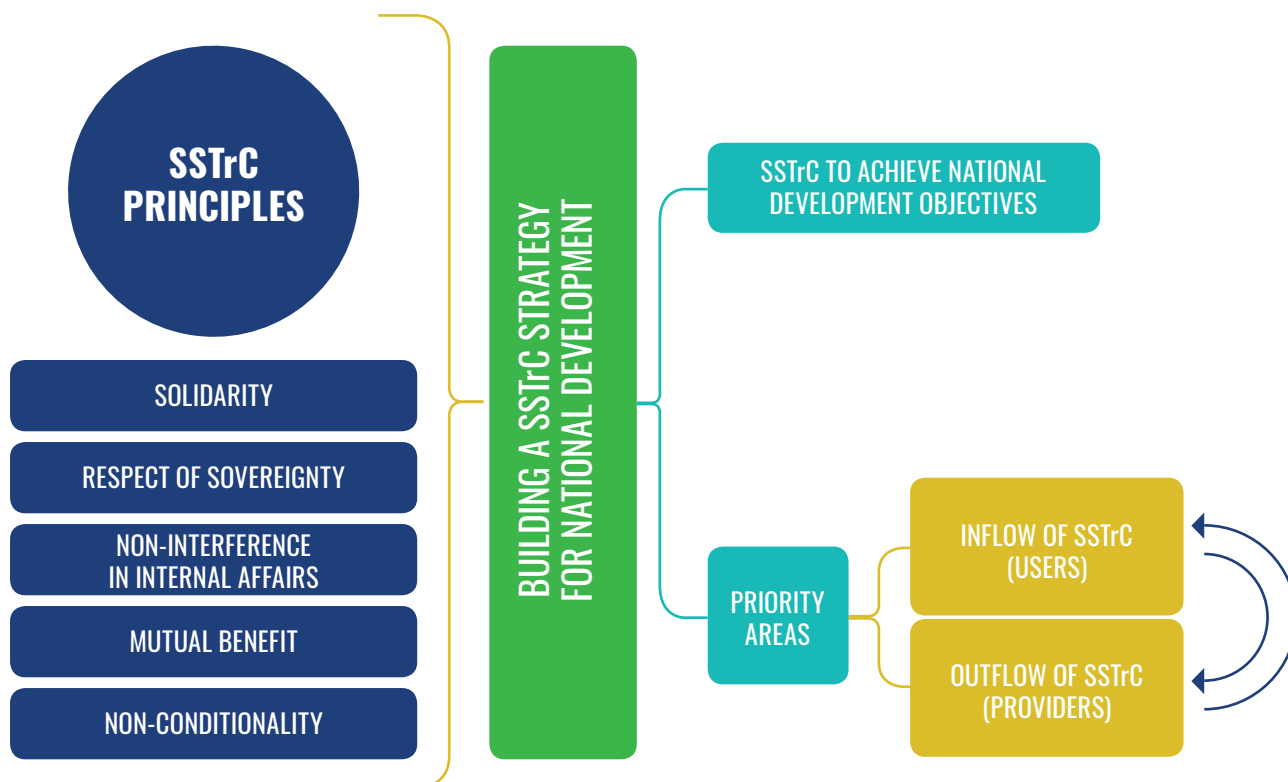
Developing a **national strategy** for SSTRC can also provide developing countries an opportunity to coordinate with domestic stakeholders to identify how their SSTRC activities can feed into the strengthening of their national interests. Such an approach would also help to identify initiatives or projects that are not very suitable to their local conditions (See Figure 4).

The first step is related to identifying the gaps or development needs that cannot be covered by mobilizing their domestic resources. This exercise should also consider the strengths in their national development efforts, which would allow them to identify experiences and expertise that could support the development efforts of partner countries.

This could have dual benefits for developing countries as it will allow them to identify their own priority areas of work, as well as their national comparative advantages that would allow them to develop into providers of SSC. For instance, if a country is specialized in fishing or agriculture, the identification of these strengths could be shared with other developing countries and institutional partners in future SSTRC activities, thereby promoting the mutual benefit approach of SSC and the principle of South solidarity.

The second step considers the association of those development priority areas identified in the first step with potential SSTRC initiatives or programs. This would allow developing countries to focus on specific activities that will bring multiplier and catalytic effects for their national development objectives, as well as for their partner countries. Countries could identify the sectors or areas that would be likely to benefit from SSC, which would then lead to proactively exploring programs and initiatives that would strengthen their previously identified sectors through SSTRC. This process would also entail revisiting their own broader national plans to identify development needs that could be covered by SSTRC. Once a national strategy

FIGURE 4 BUILDING A SSTRc STRATEGY FOR NATIONAL DEVELOPMENT



for SSTRc is established, it would also be necessary to formulate specific policies, regulations, and procedures for implementing the strategy.

Such endeavors could be facilitated by establishing a **national body** or institution for SSTRc. A national institution could identify opportunities of cooperation among developing countries and could be in charge of the design, organization, and promotion of cooperation among them in order to “create, acquire, adapt, transfer, and pool knowledge and experience for their mutual benefit and for achieving national and collective self-reliance” on the basis of the principles of SSC and the essential pillars for a conceptual framework on SSTRc. A national body might also coordinate different connected actors, not only to implement different projects and programs, but also to undertake activities related to mobilization of financial resources and performance management, among others. Similarly, a national body could mainstream SSTRc cooperation values, principles, and objectives not only throughout the national and local governmental institutions, but also through civil society, academics, and private actors.

Designing and establishing a robust national body would allow developing countries to bring together their accumulated historic experiences from participating

“Designing and establishing a robust national body would allow developing countries to bring together their accumulated historic experiences from participating in SSTRc initiatives within the institution and sharing their knowledge and experience among all connected actors to augment their future SSC and TrC activities and efforts.”

in SSTRc initiatives within the institution and sharing their knowledge and experience among all connected actors to augment their future SSC and TrC activities and efforts. Similarly, it can help in creating further awareness of SSC initiatives at all levels, thereby broadening SSTRc opportunities for themselves. This can also be utilized by other developing countries in order to gain innovative perspectives and actualize

collaborative solutions to common development issues. An institutional setting can also assist governments to better identify resources and expertise available at the domestic, regional, and international levels, and to enhance cooperation with other Southern countries and development partners.

Likewise, one of the challenges that SSTRC has been facing since its inception is the need to enhance the **information bases** of countries' SSTRC activities and initiatives⁷⁹ in order to develop knowledge sharing platforms and rosters of experts and development solutions in different fields of expertise.⁸⁰ Building strong information bases will support national strategies aimed at building communication networks, fostering knowledge sharing, and practical learning by partner countries.

Connected actors for SSTRC come with their own challenges and opportunities. For developing countries, the actors with the available knowledge and experience for undertaking SSTRC activities most likely would not be located together in the same place, and their awareness of the work of the other actors may be limited or even absent. However, by connecting them, developing countries would be able to take advantage of the complementarities they offer and use them to enhance the effectiveness and impact of their SSC initiatives. For example, some national implementation agencies bring in experts from academia and civil society to supplement their capacities.

These connected actors can also help in building greater awareness in both partner developing countries about the opportunities arising from SSTRC, and deepen the engagement with local communities. The diversity of actors could also help in expanding the scope of SSTRC initiatives into new and emerging areas, which can help in fostering greater coordination and collaboration among developing countries at the regional and multilateral levels.

For **financing** of SSTRC at the national level, developing countries (that have the ability to do so) can make specific budgetary allocations and earmark domestic funds for carrying out SSTRC activities, including activities toward strengthening the national institutional framework. Countries can also bring in other national level institutions for assisting in resource mobilization, such as national development banks and other financial institutions. Financial contributions could also be arranged by municipalities and other local authorities for SSTRC activities, which can help foster a greater sense of ownership among the local communities and further increase their engagement with the SSTRC activities. In-kind contributions could also be explored as part of a country's national contribution, for example, a piece of land, local expertise, secondment of staff, or provision of office space, being provided for the SSTRC initiative.

“One of the challenges that SSTRC has been facing since its inception is the need to enhance the information bases of countries' SSTRC activities and initiatives.”

In many cases, even non-substantial amounts of in-kind contributions would enhance the ownership of the partner countries in the SSTRC initiative.

Other forms of contributions, including in-kind contributions of physical infrastructure or human talent, can also be strategically developed keeping in mind the availability of resources and the specific benefits they can bring to maximize the positive impacts. Such contributions can be short term, in relation to specific ventures, or longer term, which would also consider the future activities envisioned under its national SSTRC strategies.

Similarly, the multiple dimensions of SSTRC could be a “strength” for the design of national **performance management** methodologies as they go beyond economic metrics into diversifying and expanding its contribution for holistic development worldwide.⁸¹ In addition, such methodologies could identify gaps in national development goals that could be filled by SSTRC initiatives and to focus on specific activities with positive effects in SSTRC partner countries. Such initiatives could also allow the exchange and coordination of views, including those of the national public entities, local administrations, academics, civil society, and the private sector.

Finally, the interaction of all these pillars could channel all the benefits of SSTRC resources and opportunities, including the effective implementation of programs and projects already under execution while enhancing complementarities and minimizing duplicated effort. It can also ascertain that SSTRC initiatives would benefit from the economic, social, and environmental dimensions of both beneficiaries and providers and continue to follow the SSTRC principles of respect for national sovereignty, national ownership and independence, equality, non-conditionality, non-interference in domestic affairs, and mutual benefit.

⁷⁹ Ibero-American General Secretariat, “The Contribution of South-South and Triangular Cooperation in Ibero-America towards Achieving Sustainable Development Goals,” in Report on South-South Cooperation in Ibero-America, (2016), p. 38.

⁸⁰ Anita Mathur, “South-South and Triangular Cooperation for Peace and Development: Bridging the Policy Gap,” Norwegian Institute of International Affairs, Policy Brief No. 3 (2014).

⁸¹ South-South Cooperation's contribution to development cooperation worldwide has doubled in the last ten years, and it is expected to keep growing. See Ibero-American General Secretariat, “Report on South-South Cooperation in Ibero-America,” (2016).

RECOMMENDATIONS FOR FUTURE ACTION ON NATIONAL ECOSYSTEMS FOR SOUTH-SOUTH AND TRIANGULAR COOPERATION

South-South Cooperation has evolved to constitute an important means for an effective and productive engagement of the South in the global economic and political system. Since the inception of BAPA, there has been a special emphasis on the need to formulate national strategies to unlock the potential of international cooperation for the social and economic development of the countries of the South. A major point of convergence among developing countries is the desire to further mainstream SSTRC and design policy frameworks toward better leveraging of complementarities among developing countries for promoting economic and social development and achieving the SDGs. This mainstreaming would require enhancing their national institutional capabilities and creating a stronger and cohesive enabling environment for SSTRC at the national, regional, and multilateral levels.

Developing countries could study the national ecosystems, pick up useful elements, and adapt their own national ecosystems in line with their specific national conditions. The institutional capabilities for SSTRC will be enhanced and the collective impact of SSTRC will be improved.

The establishment of national ecosystems for SSTRC at the country level can be considered as a bottom-up and progressive approach, rather than a top-down methodology that would entail waiting for the regional or international architecture of SSTRC to emerge. Once countries have their own strong institutional frameworks, improved architecture for SSTRC at the regional and international levels would be easier to emerge, if countries deem them to be necessary.

One of the undisputed advantages of SSTRC is that different perspectives and experiences can be shared among developing countries, not only from the inflow of SSTRC (beneficiaries), but also from the outflow (providers) of such cooperation. These interactions provide an enormous field of potential cooperation that requires a strong institutional framework and enabling environment that can improve the effectiveness of SSTRC initiatives. Some of these initiatives could include identifying and collecting information needed to make informed decisions, designing and implementing clear reporting channels, and adopting results-based performance management following some basic principles and procedures to enhance efficiency and accountability, such as introducing checks and balances. Such arrangements could be streamlined in several pillars of the national ecosystems and

“One of the undisputed advantages of SSTRC is that different perspectives and experiences can be shared among developing countries, not only from the inflow of SSTRC (beneficiaries), but also from the outflow (providers) of such cooperation.”

would lead to the establishment of due authorization procedures and the identification of co-responsibilities and due diligence mechanisms, all in line with the principles of SSTRC.

Empirical studies in the paper show that building national ecosystems for SSTRC in many cases follow some essential steps. Most developing countries have their own national economic development strategies, yet many do not have their national strategy for SSTRC. More often than not, a country would require political will from the highest level of the government to identify SSTRC as one of the priorities in the national development strategy. This political will would trigger the integration of SSTRC priorities into national development strategies, thereby developing a direct relationship between SSTRC and their national development objectives.⁸² For countries that have considered SSTRC as an instrument for, or an important part of, their foreign policy, it can also strengthen political and economic integration among developing countries.⁸³

⁸² For example, Indonesia has integrated SSC and TrC into their national Medium-Term Development Plan 2015–2019 that reflects their commitment for SSC in their Constitution. China has included SSC in its 13th Five-Year plan.

⁸³ This is, for example, the case of Brazil that developed the Brazilian Agency for Cooperation as a key element of its diplomacy contributing to disseminating a modern image of Brazil and its institutions and consolidating the country's leading role at both regional and international levels.

Independent of the approach taken by developing countries, it is useful to note that the design of a national strategy for SSTRC could benefit from a sequential approach, which consists of:

- Identifying national development objectives that can be achieved to a certain extent by strengthening SSTRC;
- Associating such priority areas of development with SSTRC policies/strategies; and
- Developing SSTRC initiatives and projects to cover such priorities on the basis of SSC principles.

Legal, administrative, or policy arrangements can also be designed and endorsed to enable and guide national institutions and other actors involved in SSTRC activities. Such efforts will allow countries to identify, channel, and take advantage of SSTRC resources and opportunities, including the effective implementation of programs and projects already under execution while enhancing complementarities and minimizing duplication. They could also ascertain that SSTRC initiatives and programs would benefit the economic, social, and environmental dimensions of both beneficiaries and providers of SSTRC, while continuing to follow the SSC principles of respect for national sovereignty, national ownership and independence, equality, non-conditionality, non-interference in domestic affairs, and mutual benefit.

The implementation of a national strategy for SSTRC following such an approach would be instrumental in encouraging a more effective, cohesive, and coordinated approach to SSTRC, providing guidance and raising awareness among all connected actors of SSTRC. Similarly, identifying the areas in national development goals and objectives that can be obtained by having SSTRC will allow countries to develop an informed decision on what kind of modality and expertise is required through SSTRC initiatives, while promoting their own strength and experience in development efforts. In other words, the development of a national strategy for SSTRC will allow countries to determine the inflow of SSTRC required to cover the gaps in their national development strategies. It will also simultaneously clarify their national strengths that could be shared with other developing partners on the basis of mutual benefit, non-conditionality, and demand-driven SSTRC.

Similarly, instituting a national body for SSTRC could serve a dual role for the implementation of SSTRC strategies and projects. A national body could coordinate with other development partners and state institutions at the national level to build a national portfolio of SSTRC opportunities that could be offered to other country partners, which will help promote the outflow of the country's SSTRC initiatives. On the other

hand, through such coordination, a national body could identify and approach other partner countries' national bodies that offer SSTRC opportunities, which could facilitate the achievement of national development goals and objectives through SSTRC. Therefore, the establishment of a national body could increase the effectiveness of the inflow and outflow of SSTRC initiatives by facilitating the communication and coordination of all partners in the project.

When formulating SSTRC initiatives and policies on the basis of identified priority areas, countries should also consider those pillars that could build strong partnerships to promote specific activities with multiplier and catalytic effects for all actors engaged in such initiatives. This objective could be achieved through the development of information-sharing mechanisms among all connected actors. This will not only generate spill-over effects toward enhancing a consistent strategy among national and local systems of governance, but could also foster new bridges at the national, regional, and multilateral levels, including the development of innovative mechanisms for resource mobilization and mainstreaming of SSC and TrC.

Developing countries could consider the following actions to mainstream SSTRC in their national ecosystems:

- Designing or improving repositories of best practices and lessons learned on SSTRC, in order to gather and share know-how among developing countries.
- Developing communication strategies to promote SSTRC efforts and impacts in order to trigger better understanding of SSTRC and the use of information and communication technologies.
- Establishing or strengthening SSTRC knowledge-sharing platforms, including by developing partnerships with South-South think-thanks, academic institutions, and regional and multilateral organizations.
- Mapping at the national level can be conducted in order to identify qualified Resource Centers as well as experts that could be contacted through easily accessible information sources and platforms.
- Broadening up the participation of all connected actors in the design, implementation, and follow-up of SSTRC initiatives and efforts.
- Identifying and allocating dedicated funds and/or in-kind contributions to boost SSTRC initiatives, including by promoting innovative mobilization of financial resources.

ANNEX 1 COUNTRY CASES AND SOUTH-SOUTH FUNDS



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ARGENTINA

Argentina has developed strategies for South-South and Triangular Cooperation (SSTrC) as part of its foreign affairs policy of regional integration and development, which recognizes the principle of horizontality and non-interference. Argentina has also adopted its 2013–2015 Guidelines for South-South Cooperation (SSC) that include increasing contacts in Africa, Asia, and the Caribbean region with the objective of developing bilateral cooperation programs and enlarging the number of missions and interdisciplinary teams of experts for the creation of specific development partnerships and projects. The strategy was built through the experience of the Argentinian Fund for SSTrC, which was in charge of developing and implementing SSTrC projects.

The Guidelines recognize the different approaches required to develop a strategy based on the special needs and circumstances of each region. This strategy allows better identification of challenges and opportunities that partner countries could face in every stage of the project. The national strategy for SSC is accompanied by a communications strategy for improving access to information on the different projects that Argentina is conducting under the umbrella of SSC. The document “Argentina Cooperates” identifies the expertise that Argentina has to offer in different sectors of SSC and explains the different processes that interested partners could follow in order to implement a particular project.¹ According to Argentina, following this process has increased Argentinian participation in SSC projects in Asia by 250%.²



AZERBAIJAN

Azerbaijan has established the Azerbaijan International Development Agency (AIDA) within the Ministry of Foreign Affairs in 2011. AIDA aims at coordinating national efforts to support the international community in building a sustainable, prosperous, and better world.³ AIDA is in charge of delivering both humanitarian aid and assistance for development to different regions of the world both bilaterally and multilaterally, including through SSC and TrC. Through different projects and programs, AIDA shares Azerbaijan’s capacity and experience in various economic and social fields with developing countries, in particular through its humanitarian aid and development assistance programs.

Similarly, Azerbaijan has recognized international cooperation as a substantial aspect of the foreign policy of the State. “Azerbaijan 2020: A Look into the Future” adopted in 2012 represents Azerbaijan’s principal development concept toward economic diversification and development based on further integration and closer cooperation at the regional and international levels.⁴ In the plan, Azerbaijan considers the attainment of closer political and economic cooperation with “countries in South Asia, Latin America, and Africa, where the Azerbaijan International Development Agency of the Ministry of Foreign Affairs also implements humanitarian projects”⁵ as one of the foundations of this development concept, which allows strengthening their influence at the global level to find solutions for global concerns.⁶

¹ Santiago Dematine and Julieta Rodríguez, “Argentina Cooperates: National Public Administration Capacities to Know and Share.” Available from <http://cooperacionarg.gob.ar/userfiles/catalogo-eng.pdf>.

² National Directorate of International Cooperation.

BETWEEN 2005 AND 2019, AZERBAIJAN HAS PROVIDED HUMANITARIAN AID AND INTERNATIONAL ASSISTANCE TO

90 COUNTRIES

IN THE WORLD



BRAZIL

Between 2005 and 2019, Azerbaijan has provided humanitarian aid and international assistance to 90 countries in the world to cope with the consequences of natural and man-made disasters as well as to promote post-disaster rehabilitation and economic recovery. The main areas of support in international cooperation were the design and implementation of poverty reduction strategies; development of science, culture, and health sectors; efficient use of energy resources; granting scholarship programs; and financing various projects of humanitarian and development character.⁷

In addition, Azerbaijan launched the Baku Process in 2008, starting with the Baku Declaration that recognizes the need to “promote a sustained process of intercultural dialogue, which is essential for international co-operation, with a view to promoting Human Rights, Democracy and the Rule of Law.”⁸ The Baku Process is composed of a World Forum on Intercultural Dialogue and Baku Humanitarian Forum held biannually in the capital of Azerbaijan. These two events bring together different stakeholders from local, national, regional, and international arenas as well as former heads of state, Nobel laureates, and other eminent and public figures to discuss and address the problems of sustainable development and sustainable peace in the world, as well as establish a network for strengthened cooperation and partnerships.

Brazil serves as a good case study for the development of information bases given its experiences in developing the Project Accompaniment National System, which allows a follow-up of the progress of the project with regard to the outputs present in its logical matrix.⁹ The Brazilian experience, although advanced in comparable terms, still faces certain challenges and obstacles due to the fragmentation of its operations, in particular the fact that SSTRC activities are undertaken by different actors, which makes data collection difficult.¹⁰ The Brazilian Cooperation Agency (ABC) System has been commended for providing an easily accessible website, which publishes information on all of its projects, including where the expenditure of financial or in-kind resources has been made. However, the information is not always up-to-date or available.¹¹

Brazil’s experience in the development of such methodologies is a case in point as it has recognized the complexity involved in addressing such challenges in wider strategies framing SSTRC projects and operations as a “horizontal exchange of knowledge and experiences between the developing partner countries, with mutual learning and benefits.”¹² Therefore, any indicator or strategies built for performance management should consider such horizontality, emphasizing that “all countries involved should determine their own standards to measure their performances and results.”¹³

Brazil has developed both an operation and dissemination strategy for “the formulation, appraisal, implementation and monitoring of Brazilian South-South technical cooperation.”¹⁴ This objective is fulfilled by the joint coordination of projects and initiatives thanks to

³ Azerbaijan International Development Agency, “Mission Statement.” Available from <http://aida.mfa.gov.az/en/static/2/>.

⁴ Government of Azerbaijan, “Azerbaijan 2020: A Look into the Future,” p. 7. Available from https://president.az/files/future_en.pdf.

⁵ Ministry of Foreign Affairs of Azerbaijan, “Azerbaijan 2020: Turning Strength into Sustainability,” Foreign Affairs (January–February 2015). Available from <http://www.mfa.gov.az/files/file/foreignaffairs.pdf>.

⁶ Ibid.

⁷ Based on feedback received from AIDA.

⁸ “Intercultural Dialogue as a Basis for Peace and Sustainable Development in Europe and Its Neighbouring Regions,” Baku Declaration for the Promotion of Intercultural Dialogue, Conference of Ministers Responsible for Culture (Baku, December 2–3, 2008).

⁹ ABC, “Módulo Técnico do SIGAP: RPE,” (2017). Available from http://www.abc.gov.br/sigap/downloads/Manual_RPE_v2.0.pdf.

¹⁰ André de Mello e Souza, Paulo Esteves, Manaira Assunção, Karin Adams, Melissa Pomeroy, and Leonardo Paz, “Monitoring and Evaluation Mechanisms for South-South and Triangular Development Cooperation: Lessons from Brazil for the 2030 Agenda,” United Nations Development Programme, 2016. Available from [http://www.undp.org/content/dam/undp/library/development-impact/SS%20Research%20Publications/11875%20-%20Monitoring%20and%20Evaluation%20mechanisms%20for%20South%20-%202006_Web%20Version\(2\).pdf](http://www.undp.org/content/dam/undp/library/development-impact/SS%20Research%20Publications/11875%20-%20Monitoring%20and%20Evaluation%20mechanisms%20for%20South%20-%202006_Web%20Version(2).pdf).

¹¹ UNDP China, “Communicating Development Cooperation to Domestic Audiences, Approaches and Implications for South-South Cooperation Providers,” (2017), p. 20.

¹² ABC, “Manual of South-South Technical Cooperation Management,” 1st Edition (2017), p. 62.

¹³ André de Mello e Souza et al., “Monitoring and Evaluation Mechanisms for South-South and Triangular Development Cooperation: Lessons from Brazil for the 2030 Agenda.”

¹⁴ ABC, “Manual of South-South Technical Cooperation Management,” Foreword.

BRAZIL HAS DEVELOPED BOTH AN OPERATION AND DISSEMINATION STRATEGY FOR “THE FORMULATION, APPRAISAL, IMPLEMENTATION AND MONITORING OF BRAZILIAN SOUTH-SOUTH TECHNICAL COOPERATION.”



CHINA

direct involvement among all partners in the planning stage of operations and the monitoring and evaluation of results.¹⁵ For the ABC, monitoring is defined as “the continuous and systematic process of data collection and analysis in support of project implementation and management.”¹⁶ The design and implementation of performance management processes allow the identification of challenges and difficulties that the project is facing in every stage, in particular, if risks were effectively averted or mitigated through the adoption of timely corrective measures. They also encourage the implementation of the project by acknowledging the strengths and achievements in its implementation.

The Brazilian performance management strategies identify the different dimensions of monitoring in their operational and technical aspects. In the operational aspect (process monitoring), the focus is on the project execution by assessing, reviewing, and reporting on the project performance in relation to the use of financial resources and outputs achieved. In the case of the technical aspect (monitoring of effects), Brazil looks at the systematic and continuous collection, analysis, and documentation of qualitative and quantitative data on the achievement of objectives and outcomes in relation to the assessment of the potential positive effects that could be produced in the implementation of projects.¹⁷

In addition to traditional monitoring reports, project reviews, and missions, Brazil has also established the Project Steering Committee (PSC) as one of the main mechanisms for management and coordination of SSC partnerships. The PSC generally comprises a focal point of each partner country with the objective of discussing performance and actions to take for project coordination, technical implementation, and financial and administrative execution.¹⁸ Empirical research has shown that dissemination of guides and manuals on these issues are critical for Brazil,¹⁹ and the effectiveness of the recently published “Manual of South-South Technical Cooperation Management” in Brazil is still being tested.

China has a long history of engaging in SSTRC, which started from a low level in terms of volume. Its national ecosystem for SSTRC has been evolving, especially in recent years with the fast increase of the volume and modalities of SSC and with the introduction of the One Belt and One Road Initiative (OBOR). The political will from the government to expand SSC has been the main driver for the fast expansion of SSC from China. SSC and the OBOR initiative have been specified in China’s latest Five-Year Plan.

In 2018, after years of deliberation among policy makers and academia, the China International Development Cooperation Agency (CIDCA) was established to “formulate strategic guidelines, plans and policies for foreign aid, coordinate and offer advice on major foreign aid issues, advance the country’s reforms in matters involving foreign aid, and identify major programs and supervise and evaluate their implementation.”²⁰ The CIDCA is directly under the State Council.

The main responsibilities for implementing foreign assistance projects still remain with the existing institutions. For instance, the Ministry of Commerce continues to oversee the use and implementation of government grants, while the Ministry of Agriculture continues to undertake SSC projects related to agriculture. However, the coordination and strategic planning role, which used to be undertaken by the Ministry of Foreign Affairs and Ministry of Commerce, has now been shifted over to CIDCA. In the past, the Department of Development Assistance of the Ministry of Commerce was the major administrator of China’s foreign aid.

Many agencies and institutions in China have been engaging in SSC, including various ministries, major policy banks (in particular China Export-Import Bank, China Development Bank, and Agricultural Bank of China), universities, and state-owned enterprises.

China also has some important platforms that would lead to the adoption of policies and initiatives

¹⁵ Ibid., p. 16.

¹⁶ Ibid., p. 111.

¹⁷ Ibid., p. 114.

¹⁸ Ibid.

¹⁹ André de Mello e Souza et al., “Monitoring and Evaluation Mechanisms for South-South and Triangular Development Cooperation: Lessons from Brazil for the 2030 Agenda.”



IN DECEMBER 2015, CHINESE PRESIDENT XI JINPING ANNOUNCED AN ADDITIONAL **US\$5 BILLION** FOR THE CHINA-AFRICA DEVELOPMENT FUND, WHICH MAKES THE CAD FUND REACH A TOTAL CAPITAL OF

US\$10 BILLION

relating to SSC. For instance, the Forum on China-Africa Cooperation, China-Association of Southeast Asian Nations Forum on Social Development and Poverty Reduction, and China-Community of Latin American and Caribbean States Forum have significant importance, and the convening of summits or conferences of these forums often result in special programs, projects, and financial pledges. An example is the China-Africa Development Fund (CAD Fund), which was inaugurated in 2007 during the Beijing Summit of the Forum on China-Africa Cooperation (FOCAC). At the Johannesburg Summit of the FOCAC in December 2015, Chinese President Xi Jinping announced an additional US\$5 billion for the China-Africa Development Fund, which makes the CAD Fund reach a total capital of US\$10 billion. In recent years, the establishment of the Asian Infrastructure Investment Bank and New Development Bank has lent further support to the institutional building of China's SSTRC.

In 2015, President Xi announced that China would set up a China South-South Climate Cooperation Fund to provide US\$3.1 billion with the aim of assisting developing countries to cope with climate change and mitigation problems. In addition, he also pledged a \$2 billion South-South Assistance Fund to facilitate developing countries' implementation of the 2030 agenda and for achieving the SDGs. Institutional responsibilities for overseeing the implementation of these funds rest mainly in the hands of CIDCA. To facilitate the complicated process, the China International Center for Economic and Technical Exchanges, which is directly under the Ministry of Commerce, has been assigned to receive and review project applications to the South-South Cooperation Assistance Fund, sign implementation contracts, and manage and implement projects of the South-South Cooperation Assistance Fund. In 2016, China established the Institute of South-South Cooperation and Development for training of students from developing countries and also for exchanging of development experiences among developing countries, as envisaged under the South-South Assistance Fund. With the many layers of institutions engaging in SSC, CIDCA has an enormous portfolio for guiding and coordinating SSC activities from China.

China's SSC activities have been undertaken in different forms consisting of complete projects, and goods and materials, which were the main forms of China's foreign assistance, technical cooperation, human resources development cooperation, and financial assistance. Capacity building and cultural exchanges are also important elements of SSC. In general, priority areas for China's SSC include SDGs, connectivity, disaster risk reduction, sustainable agriculture/food security, trade, ICT, and capacity building.

The latest available data is up to 2012. According to China's White Paper on Foreign Aid,²¹ China provided grants accounting for 36.2% of the total assistance volume. Interest-free loans took up 8.1% of its foreign assistance volume, and concessional loans comprised 55.7% of its total assistance volume in the same period. China's SSC also includes debt write-offs of African countries and humanitarian aid. Humanitarian aid in 2012 alone reached RMB 1.2 billion of emergency relief materials, while cash aid totaled RMB 300 million. The SSC budget is managed by the Ministry of Finance. Concessional loans are raised by the Export-Import Bank of China on the market. China's SSC initiatives are more concentrated in the continents of Africa and Asia.

In November 2018, the CIDCA publicized the Management Measures for Foreign Assistance for the purpose of seeking comments before its formal adoption.²² The document contains detailed policies, criteria for financial management, measures for implementation and monitoring of foreign assistance projects, measures for assessment of foreign assistance projects (including data collection), and legal obligations of and punitive measures for entities and personnel involved in foreign assistance projects if violations of rules and procedures have been confirmed. This signals that the institutional building for China's SSC has come to a stage of strengthening legislative and regulatory instruments for the coordination and management of SSC.

²⁰ China International Development Cooperation Agency, "About Us." Available from http://en.cidca.gov.cn/2018-08/01/c_259525.htm.

²¹ The State Council of China, "White Paper on China's Foreign Aid," (2014). Available from http://english.gov.cn/archive/white_paper/2014/08/23/content_281474982986592.htm.

²² Foreign Aid Management Measures (Draft for Comment). Available from http://www.cidca.gov.cn/2018-11/13/c_129992970.htm.



CUBA

Cuba actively participates in bilateral SSC initiatives with other developing regions, particularly for health associated projects, like health training, provision of health services, and design and implementation of public health policies. Education and response capacity and management of different types of natural disasters are also included within the ambit of Cuba's SSC activities.

Cuba provides in-kind contributions for its SSC initiatives, which give special emphasis to health, education, and sport sectors.²³ Cuban doctors and health and medical professionals have been at the forefront in providing emergency assistance to many developing countries that suffer from natural disasters. Their SSC initiatives in the field of health have an Integrated Health Program (Programa Integral de Salud) for Latin America, the Caribbean, and Africa. This cooperation program is provided gratis for the receiving country and is focused on first-line health services. Depending on local needs, the development of integrated health care at the primary level can be complemented with technical assistance to improve the performance of local hospital services, with training programs for local human resources, or with essential drugs programs. Their work is reinforced with that of specialists and academicians, according to local needs.²⁴

For its health aid programs, Cuba utilizes a host of connected actors. First, it usually enters into a bilateral agreement with partners that includes "agreement on the number of Cuban doctors to be deployed and the number of medical scholarships to be offered." The Cuban doctors generally work on two-year contracts, and the host country usually provides accommodation, food, workplace, and a monthly allowance while the Cuban government maintains the doctors' regular salaries. Following this model, countries across Latin America, Africa, and Asia have greatly benefitted from Cuban collaboration over the decades.



EGYPT

The Egyptian Agency of Partnership for Development (EAPD) was established in 2014 as a merger of Egypt's traditional institutional framework for SSC, which consisted of two different and long-standing funds for technical cooperation:²⁵ one with Africa and the other with the Commonwealth of Independent States. The EAPD is affiliated with the Ministry of Foreign Affairs. It is governed by a Board that is chaired by the Foreign Minister and that includes the Deputy Foreign Minister for African Affairs, as well as a number of Assistant Ministers. The EAPD is administered by a Secretary General who is appointed by the Foreign Minister.

The main pillars of the EAPD's activities are:

- Providing capacity building programs for the cadres of developing countries, which include programs in various fields, mainly for African countries, in partnership with Egyptian Centers of Excellence. More than 8,000 participants from 42 countries have benefitted from more than 300 training programs spanning areas from water management to nanotechnology, and maternal health to counter-terrorism;
- Contributing to the transfer of knowledge and the sharing of experiences with developing countries via dispatching of experts. Sixty-five experts from Egypt have transferred their knowledge to 21 countries, mainly in Africa;
- Responding to the emergency needs of developing countries by providing emergency aid and humanitarian assistance. The EAPD supports the provision of medical equipment, medicine, health care services, and logistical aid to countries in need.

²³ UNOSSC & Naciones Unidas en Cuba, "South-South in Action, From Cuba to the World," (2018). Available from <https://www.unsouthsouth.org/2018/05/10/south-south-in-action-from-cuba-to-the-world-launched-by-unossc-and-the-un-system/>.

²⁴ Pol De Vos, Wim De Ceukelaire, Mariano Bonet, and Patrick Van der Stuyft, "Cuba's International Cooperation in Health: An Overview," DOI: 10.2190/HS.37.4.k.



SINCE ITS FOUNDING, EAPD HAS ARRANGED OVER

230

TRAINING SESSIONS FOR MORE THAN

6,800

LEADERS ACROSS AFRICA



INDIA

The agency also coordinates the activities of the Egyptian Initiative for Development in the Nile Basin Countries, which was launched by the Egyptian government in 2010 with the aim of boosting development efforts in the countries of the Nile Basin through the implementation of projects in various fields. Since its founding, EAPD has arranged over 230 training sessions for more than 6,800 leaders across Africa and has implemented developmental projects in several fields, including power generation and the construction of solar power plants; water resource management projects, such as rain harvesting and dredging wells; health care projects, including establishing fully equipped specialized clinics; and various other development projects.²⁶

For India, the areas of development partnership are driven by the priorities of the partner country, with development partnerships with partner countries being undertaken in the sectors of infrastructure, connectivity, power, health care, agriculture, information technology, and capacity building.

India's SSC efforts include inter alia, grant assistance, lines of credit, technical consultancy, disaster relief, humanitarian aid, educational scholarships, and a range of capacity development programs including short-term training courses.²⁷ For example, during 2017–2018, 10,918 civilian training slots were offered to 161 partner countries under the Indian Technical and Economic Cooperation (ITEC) Program. These capacity building courses also include specially designed courses and training programs in a variety of disciplines, based on specific requests from partner countries.²⁸

The flagship program in India's SSC efforts is ITEC. It was created September 15, 1964 as an assistance program of the Indian government. Fully funded by the Government of India, the ITEC program has grown considerably over the years, with over 161 participating countries. Estimates suggest that there are more than 40,000 alumni of the ITEC program.²⁹ The Special Commonwealth Assistance for Africa Programme is a sister program of ITEC, with special focus on Commonwealth countries in Africa.

India's Development Partnership Administration (DPA) was set up in January 2012 as part of the Ministry of External Affairs. DPA's focus is to ensure speedy and efficient implementation of India's external economic assistance program in close coordination with other ministries and departments. The DPA reports to the Secretary (Economic Relations) of the Ministry of External Affairs, and periodically reports to the Committee of Secretaries in the Ministry of External Affairs, chaired by the Foreign Secretary.³⁰

²⁵ The traditional Egyptian institutional framework consisted of the Fund for Technical Cooperation with Africa and the Fund for Technical Cooperation with the countries of the Commonwealth and Islamic countries.

²⁶ Embassy of Egypt in the United States, "Egypt: Gateway to Africa." Available from http://www.egyptembassy.net/media/Egypt-in-Africa_9.20.2018.pdf.

²⁷ Ministry of External Affairs, "Government of India, Annual Report 2017–2018," p. XVIII.

²⁸ Ibid.

²⁹ Subhash Agrawal, "Emerging Donors in International Development Assistance: The India Case," (December 2007). Available from <https://www.idrc.ca/sites/default/files/sp/Documents%20EN/Case-of-India.pdf>.

³⁰ Government of India, Website of the Ministry of External Affairs. Available from <https://www.mea.gov.in/lok-sabha.htm?dtl/20591/q4440+interministerial+coordination>.

FOR INDIA'S DEVELOPMENT PARTNERSHIP, THE ASSISTANCE TO ITS PARTNER COUNTRIES IN A WIDE ARRAY OF SECTORS IS BEING PROVIDED **IN-KIND, AND NOT IN CASH**, THROUGH A COMPETITIVE BIDDING PROCESS



INDONESIA

The DPA has three divisions (DPA-I, DPA-II, and DPA-III) headed by Joint Secretary-level officers for carrying out its various functions. DPA-I handles all lines of credit; grant projects in the East, South, and West African regions; grant assistance projects in Bangladesh; and the Sri Lanka Housing project. DPA-II handles the training slots allocated under the Indian Technical and Economic Cooperation Programme/Special Commonwealth Assistance for Africa Programme/Technical Cooperation Scheme of the Colombo Plan to its partner countries. DPA-II also handles grant assistance projects in Southeast Asia, Central Asia, West Asia, and Latin America. Humanitarian and disaster relief is also handled by this division. DPA-III deals with the implementation of grant assistance projects in Afghanistan, Maldives, Myanmar, Nepal, and Sri Lanka.

The mandate given to the DPA is the effective and efficient handling of India's aid projects from the stages of concept, launch, execution, and completion, which lead to efficient implementation of projects in close cooperation with, and facilitation of, its partner countries. The department is thus tasked with streamlining the delivery of India's partnership projects with developing countries. As one commentator noted, "The DPA is an effort to put together under one umbrella all aspects of project implementation, from conception to formulation, to monitoring implementation and impact assessment."³¹ To achieve this, the DPA has started to create in-house, specialized technical, legal, and financial skills in order to fast-track all stages of project implementation.

For India's development partnership, the assistance to its partner countries in a wide array of sectors is being provided in-kind, and not in cash, through a competitive bidding process.³² The financial assistance for the projects requested by the partner countries are being provided as per the conditions laid down in the tender document framed under the General Financial Rules of Government of India.³³

The legal basis for Indonesia's international development cooperation is found in its 1945 Constitution, which includes the aim "to participate toward the establishment of a world order based on freedom, perpetual peace and social justice."³⁴

Other examples of legislative and regulatory instruments reflecting Indonesia's political will include the Cabinet Presidium Decision on Coordination of International Technical Cooperation,³⁵ the law on Long-Term National Development Planning 2005–2025,³⁶ Jakarta Commitment on Aid for Development Effectiveness (2009), and the Regulation of the Minister of National Development Planning/Bappenas on the Establishment of the National Coordination Team (NCT) Year 2010, which is currently being regulated under Regulation of the Minister of Foreign Affairs on the Establishment of the NCT Year 2019.³⁷ According to the survey response provided by Indonesia, SSC is also stipulated within the President's 9 Priority Agenda, also known as "Nawa Cita," as one of the priorities in the administration's direction. Indonesia further includes SSC within its National Medium-term Development Plan 2015–2019, which recognizes that Indonesia shall utilize SSC as a modality to enhance development cooperation.

The NCT is a multi-ministerial/agency team, and various line ministries are members of the NCT. The institutional framework of the NCT has three layers of authority, consisting of a Steering Team, Implementing Team, and Working Groups that are supported by a Secretariat.³⁸ The table below illustrates the institutional structure of the NCT, its constitutive members, and vertical functionality. The NCT was led by the Ministry of National Development Planning from 2010 until 2016. The leadership transitioned to the Ministry of Foreign Affairs commencing in 2017.

Based on the current Regulations of the Minister of Foreign Affairs on the NCT for South-South Cooperation Year 2019:

³¹ Elizabeth Roche, "India Goes from Aid Beneficiary to Donor," Livemint, July 1, 2012. Available from <https://www.livemint.com/Politics/BToxm8wd11xe45wSBbkqGO/India-goes-from-aid-beneficiary-to-donor.html>.

³² Government of India, Website of the Ministry of External Affairs. Available from <https://www.mea.gov.in/lok-sabha.htm?dtl/26760/question+no1774+assistance+to+countries>.

³³ Ibid.



THE NCT IS A MULTI-MINISTERIAL/AGENCY TEAM, AND VARIOUS LINE MINISTRIES ARE MEMBERS OF THE NCT. **THE INSTITUTIONAL FRAMEWORK OF THE NCT HAS THREE LAYERS OF AUTHORITY**, CONSISTING OF A STEERING TEAM, IMPLEMENTING TEAM, AND WORKING GROUPS THAT ARE SUPPORTED BY A SECRETARIAT

TABLE 1 INSTITUTIONAL STRUCTURE OF NCT

STEERING COMMITTEE		
CHAIR:	Minister of Foreign Affairs	
MEMBERS:	Vice Minister of Foreign Affairs; and Vice Minister of Finance	
ACCESS TO FINANCE	Director General of Multilateral Cooperation of Ministry of Foreign Affairs; Deputy Minister of Political Affairs, Law, Defence, and Security of Ministry of National Development Planning/Bappenas; Secretary to the Ministry of State Secretariat; and Head of Fiscal Policy Board of Ministry of Finance	
IMPLEMENTING TEAM		
HEAD:	Director of Technical Cooperation of Ministry of Foreign Affairs	
VICE-HEAD:	Director of Social Culture and International Organization of Developing Countries and Head of Planning and Organization of Ministry of Foreign Affairs	
WORKING GROUP 1 Institutional Framework	WORKING GROUP 2 Program & Funding	WORKING GROUP 3 Money, Publication & Knowledge Management
Co-chairs: Director of Technical Cooperation of Ministry of Foreign Affairs; and Director of Foreign Policy and International Development Cooperation of Ministry of National Development Planning/Bappenas	Co-chairs: Head of Center for Bilateral and Regional Policy, Ministry of Finance; and Director of Multilateral Foreign Funding of Ministry of National Development Planning/Bappenas	Co-Chairs: Head of Center for Research and Development of Multilateral Policy of Ministry of Foreign Affairs; and Head of Foreign Technical Cooperation Bureau of Ministry of State Secretariat
SECRETARIAT TEAM		

Source: South Centre, based on feedback received from Indonesia Directorate for Foreign Policy and International Development Cooperation

Since its establishment, the NCT has been tasked to develop systems and standard operating procedures for program formulation, management of demands from Southern partners, and identification of priority countries and key sectors to engage with Southern partners.³⁹ Indonesia's initiatives for SSTRC include providing support in the form of assistance projects, equipment support, internship programs, seminars, workshops, study visits, training, and expert dispatch to developing countries.

³⁴ Preamble to the 1945 Constitution of the Republic of Indonesia. Unofficial translation. Available from https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---ilo_aids/documents/legaldocument/wcms_174556.pdf.

³⁵ Cabinet Presidium Decision No. 81/U/KEP/4/1967 on Coordination of International Technical Cooperation.

³⁶ Law No. 17/2007 on Long-Term National Development Planning 2005–2025.

³⁷ Ministry of National Development Planning/Bappenas & United Nations Development Programme (UNDP), "South-South and Triangular Cooperation Stocktaking and Strategic Review," (May 2014), pp. 16–17. Available from <http://www.id.undp.org/content/dam/indonesia/2015/doc/publication/2014%2005%2030%20Strategic-Stock-Take-and-Review-of-Indonesias-SSTC.pdf>.

³⁸ UNDP Indonesia, "Brief on South-South and Triangular Cooperation in Indonesia." Available from <http://www.id.undp.org/content/dam/indonesia/2015/brief/SSC-briefUNDPformat.pdf>.

³⁹ Ibid.



FOR THE 2016/2017 ACADEMIC YEAR, MOROCCO TRAINED MORE THAN **11,000 STUDENTS**. IN THE PAST 15 YEARS, MOROCCO HAS PROVIDED SCHOLARSHIPS FOR MORE THAN

25,000
AFRICAN STUDENTS

MOROCCO

Morocco's experience and efforts in the development of an enabling ecosystem for SSC are a good illustration of the political will for SSTRC. For example, the call given by King Mohammad V for the Casablanca Conference in 1960 provided the necessary political direction for the establishment of the Organization of African Unity, as a predecessor of the current African Union.⁴⁰ Thus, in addition to hosting the Conference, Morocco also took a leading role in the future integration of Africa. Such stimulus served as a reason for the inclusion of SSC in Morocco's foreign affairs strategies, in particular with regard to African integration, which in turn led to the establishment of the Moroccan Agency of International Cooperation (AMCI) in 1986.⁴¹ For Morocco, SSC is a "vehicle for the sustainable emergence of Africa."⁴²

Subsequently, SSC was accorded a privileged place in Morocco's foreign policy and in the institutionalization of a network of SSC and TrC actors at the national level of all partner countries. Such political commitment is also represented by the amount of Morocco's trade with African countries, which has quadrupled in the last decade, as well as by the new leadership roles given to Morocco as host of the Intergovernmental Conference to Adopt the Global Compact for Safe, Orderly and Regular Migration held in December 2018 and Morocco's election as a member of the African Union's Peace and Security Council.⁴³

The Moroccan national ecosystem has two distinct characteristics. First, it has been driven decisively by strong political will, and second, it is decentralized in a cohesive and effective way. The AMCI was set up to promote SSC, especially the outflow of SSC. Morocco's commitment to SSC has been further strengthened by His Majesty King Mohammed VI, who clearly identified SSC as the main pillar of Moroccan foreign policy. In particular, he has pledged an active solidarity in favor of sub-Saharan Africa.⁴⁴ In 2011, the Moroccan Constitution recognized the reinforcement of SSC as a primary objective in its preamble.

AMCI is headed by a Director General, and it works in close collaboration with the Ministry of Foreign Affairs and International Cooperation. Benefiting fully from the global outreach of the Ministry of Foreign Affairs, the AMCI is well positioned to provide timely and

valuable assistance to, and forge close partnership with, various Moroccan governmental, financial, educational, and private institutions to carry out SSTRC activities. AMCI also has a large network of partners at international, regional, and bilateral levels. This has further expanded its capacity to play a pivotal role in promoting SSTRC through interfacing, coordinating, and facilitating with institutions with expertise in different areas to implement various projects. Projects are demand driven. Even though expertise and specialized technical capacities remain in various governmental ministries and other entities, AMCI has been accepted as a reliable partner in implementing technical assistance projects, in particular with match-making expertise in project demands, mobilizing financial resources, and facilitating visa and related foreign affairs issues.

SSC has been mainstreamed in Morocco. Each government ministry has an SSC element. The private sector, universities, NGOs, and financial institutions are well aware of SSC, and many are active practitioners of SSC.

Morocco aims to develop cooperation among people by contributing to the broadening and strengthening of cultural, scientific, economic, and technical cooperation between the Kingdom of Morocco and the countries to which it is linked by friendship and cooperation. AMCI has identified the know-how and expertise of the Kingdom of Morocco in several fields to provide support to developing countries, mainly in Africa. These areas include higher education and training, agriculture and food security, water treatment, fishery, and health.

Academic and scholarship programs, in particular for African students, started in the 1960s and have expanded over the years. For the 2016/2017 academic year, Morocco trained more than 11,000 students. In the past 15 years, Morocco has provided scholarships for more than 25,000 African students.⁴⁵ Capacity building and sharing development experience has been an important part of SSC. Every year, Morocco runs many training programs and also sends its experts to the Southern countries to exchange experiences.

MOROCCO'S TRADE WITH AFRICAN COUNTRIES HAS QUADRUPLED IN THE LAST DECADE HITTING

35 BILLION DIRHAMS

IN 2016



NIGERIA

Technical cooperation projects are mainly concentrated in areas where Morocco has accumulated expertise including soil analysis, fertilizers, and improving quality of drinking water.

SSC has also been reflected in foreign direct investment in developing countries and the promotion of international trade. The bulk of Moroccan foreign direct investments have been in African countries. Morocco is the largest African investor in West Africa and the second largest in the African continent. Morocco's trade with African countries has quadrupled in the last decade hitting 35 billion dirhams in 2016.⁴⁶ Morocco has also cancelled the debt of African least developed countries (LDCs) in 2016 and has provided duty- and quota-free access for most of their exports.

Morocco has its geographical emphasis in its SSC. Being situated in Africa, Morocco has always had close ties with African countries, particularly those of sub-Saharan Africa. As Morocco has gained more experience in SSC, it has been further expanding its SSC activities to other regions including the Caribbean and Latin America as well as Asia. AMCI has also coordinated humanitarian aid around the world. For instance, in 2018, Morocco provided aid to Paraguay for fighting against infant mortality.⁴⁷

Regarding inflow of SSC, the Ministry of Finance and the Ministry of Foreign Affairs are responsible for interfacing and coordination. AMCI has the responsibility of coordinating the outflow of SSC and inflow of triangular cooperation. The various ministries running the SSC projects assess the performance of the SSCs.

Nigeria has a unique system for the realization of its SSC activities, which connects trained Nigerian professionals to act as volunteers for serving in other developing countries, especially in the African, Caribbean, and Pacific regions. Known as the Technical Aid Corps (TAC), the scheme is run by the Directorate of Technical Aid Corps, which is a parastatal organization under the Ministry of Foreign Affairs, according to the survey responses provided by Nigeria. The Directorate is responsible for overall management and general administration of the scheme, which includes the conduct of recruitment and orientation exercises for volunteers.

TAC was established in 1987 via national legislation with the objectives of sharing Nigeria's know-how and expertise, and for giving assistance on the basis of the assessed and perceived needs of partner countries. The TAC is meant to promote cooperation and understanding, as well as facilitate meaningful contacts between the youth.⁴⁸ The scheme started with the deployment of 102 volunteers in 1987–1988.

The TAC scheme operates on a biennial basis, with individual volunteers expected to serve for 24 months in their countries of deployment. The deployment is strictly based on the assessed and perceived needs of the States. One of the main goals and objectives of the scheme is to complement the socio-economic development of the beneficiary countries. The scheme draws from the large pool of Nigerian professionals to provide volunteers, and since its inception, thousands of Nigerian volunteers have served in countries in the African, Caribbean, and Pacific regions, with new partnerships being explored with countries like Brazil and Viet Nam.⁴⁹

⁴⁰ The Moshe Dayan Center, Middle East Record Volume 2, (1961), p. 49.

⁴¹ Moroccan Agency for International Cooperation (AMCI, French acronym). Available from http://www.amci.ma/?page_id=1742.

⁴² Hamza Guessous, "AMCI: Morocco Makes South-South Cooperation a Vehicle for Sustainable Emergence of Africa," Morocco World News, December 5, 2018. Available from <https://www.morocoworldnews.com/2018/12/259558/amci-morocco-south-south-africa/>.

⁴³ The North Africa Post, "Morocco Underscores Relevance of South-South Cooperation on Africa Day," May 25, 2018. Available from <http://northafricapost.com/23808-morocco-underscores-relevance-of-south-south-cooperation-on-africa-day.html>.

⁴⁴ "Full Text of King Mohammed VI's Speech on Throne Day," July 30, 2015. Available from <https://www.morocoworldnews.com/2015/07/164318/full-text-of-king-mohammed-vis-speech-on-throne-day/>.

⁴⁵ Morocco International Cooperation Agency for a sustainable human development of Africa.

⁴⁶ The North Africa Post, "Morocco Underscores Relevance of South-South Cooperation on Africa Day," May 25, 2018. Available from <http://northafricapost.com/23808-morocco-underscores-relevance-of-south-south-cooperation-on-africa-day.html>.

⁴⁷ Available from <https://www.morocoworldnews.com/2018/02/240723/morocco-donates-usd-700000-paraguay-infant-mortality/>.

⁴⁸ Article 2 of the Nigerian Technical Aid Corps Act, October 1, 1987. Available from <http://lawnigeria.com/LawsoftheFederation/NIGERIAN-TECHNICAL-AID-CORPS-ACT.html>.

⁴⁹ TAC Directorate website. Available from <http://www.dtac.gov.ng/DTAC/dtac/aboutDTAC>.



PALESTINE ALSO DEVELOPED “A LESS CENTRALIZED APPROACH WHICH INCORPORATES ALL CONNECTED ACTORS IN THE DECISION-MAKING PROCESSES UNDER THE GUIDANCE OF A DEPARTMENT OR AGENCY.”

PALESTINE

Palestine established the Palestinian International Cooperation Agency (PICA) by Presidential Decree in 2016. PICA works as an institutional framework that serves the Ministry of Foreign Affairs and Expatriates (MoFA) to implement the National Policy of International Cooperation, in particular through delivering development aid and technical assistance to developing countries under the concept of “Solidarity through Development.”⁵⁰

The establishment of PICA by presidential decree of H. E. President Mahmoud Abbas reflects a strong political commitment at the highest levels. PICA focuses on developmental policy, and is Palestine’s national coordinator for SSC. The agency maximizes knowledge sharing, enriches development cooperation, and enhances the role of the State as an agent of positive change in the world.

Palestine’s strong framework of international cooperation for development allows a better coordinated approach to the Palestinian development process. Such efforts include the participation of PICA in the preparation of the National Development Plan and the implementation of cooperation programs in line with SSC principles and the Agenda 2030.⁵¹ According to the UN Office for South-South Cooperation (UNOSSC), “all PICA working areas aim to contribute to the global development agenda; each field is committed to accomplish one or more SDGs.”⁵²

PICA is overseen by the MoFA and consists of the Chairman of the Board, the Board of Directors, the Director General, 14 civil servants, and eight liaison officers abroad. The Board of Directors is composed by 11 members, including representatives of ministries and state institutes, and is presided by the Minister of Foreign Affairs and Expatriates acting as a chairperson. PICA consists of six departments: 1) Development Technical and Humanitarian Cooperation in charge of humanitarian rapid response and development cooperation through SSC and TrC; 2) Policies and Strategic Planning; 3) Advocacy and Communication; 4) Partnerships and Resource Mobilization; 5) Administration and Finance; and 6) PICA branches.

Palestine has also developed “a less centralized approach which incorporates all connected actors in the decision-making processes under the guidance of a department or agency.” It has also launched a new website, in both English and Arabic, which will be an indispensable resource on SSTRC initiatives. It will be easily accessible to all partners, including international volunteers who wish to join the programs. To increase engagement, the website will include a game designed by an emerging Palestinian start-up aimed at raising awareness for the Sustainable Development Goals and PICA’s targets.

Similarly, PICA, in cooperation with the Islamic Development Bank, is working toward establishing a resource mapping center in Palestine that will enhance the capacities and abilities to collaborate on an international scale. This exercise will identify distinguished experts and resource centers that can carry out innovative interventions that respond to real development constraints in aid of SSTRC initiatives. It will also develop a report on the profiles of the experts and resource centers to act as a comprehensive database accessible to local and international partners.

PICA’s partnerships are an important tool to promote its activities, develop capacities, and mobilize financial sources. Since its creation, the purpose has been to establish and consolidate strong local, regional, and international partnerships and agreements. PICA works closely with governmental and non-governmental institutions, civil society organizations, academia, research institutions, and the private sector at national and international levels. It is important to note that one of PICA’s main success factors is partnership.

Likewise, PICA’s strategy factors in the potential of deployable capacities in the Palestinian diaspora, which is equal in number to the population of the State of Palestine. The diaspora is comprised of highly skilled individuals, resource persons who speak a range of diverse languages, and people with local cultural knowledge. It has the potential to mobilize financial contributions from high net-worth individuals, companies, and others.



TUNISIA

According to a report prepared by the UNOSSC, Palestine’s financing mechanisms for SSC consist of three main financial resources: (i) yearly budget from the national governmental budget; (ii) grants, donation-based crowd funding, and partnerships; and (iii) income generated by projects based on agreements.⁵³ Similarly, it has been recognized that the Palestinian diaspora has the potential to promote global partnership networks of State officials, non-state actors, the private sector, and academia, but also by developing local capacities, and mobilizing further financial contributions.⁵⁴ The efforts taken by Palestine towards accomplishment of SSC, even with limited resources, are “a clear testimony to the very idea of South-South Cooperation,”⁵⁵ as PICA has extended assistance toward Ecuador, Rwanda, Sri Lanka, and Pakistan, which is a testimony on how a “structured cooperation amongst the Southern countries can move forward.”⁵⁶

Through PICA, the State of Palestine is able to provide various modalities of SSC, including technical assistance, humanitarian response, resilience, and sustainable human development, with a strong focus on emergency development and humanitarian aid.

Tunisia’s institutional framework for SSC is spearheaded by the Tunisian Agency for Technical Cooperation (ATCT). Established through national legislation in 1972,⁵⁷ the ATCT operates under the Ministry of Development, Investment and International Cooperation and is structured as a non-profit organization. The ATCT was created from Tunisia’s will in mobilizing its human and institutional resources and know-how for the service of international solidarity and development.⁵⁸

The institutional structure of ATCT includes a General Board and a number of specialized services in Tunis and representations abroad. The support specialized services in Tunis are subdivided into two categories: operational services in charge of bilateral and multilateral technical cooperation activities, and support services including those in charge of the identification and screening of candidates, the elaboration of statistics and studies, and human and material resources.⁵⁹ The ATCT also has seven overseas offices to promote the Agency’s services and to identify opportunities and establish new partnerships.

The ATCT is responsible for implementing Tunisia’s cooperation initiatives in response to the needs of developing countries in the fields of sustainable human and economic development.

The activities of ATCT include:

- **Identifying, selecting, and appointing Tunisian professionals and experts to work abroad according to the needs of neighboring and partner countries, and regional and international organizations**

Appointing professionals to work abroad is one of the main activities of the ATCT. This process is made up of four steps that follow the preparation of available competent candidates in each field of specialization who are eligible for technical cooperation. According to the latest ATCT data, there are 27,577 candidates

⁵⁰ Cristina Giner, “South-South in Action: Solidarity through Cooperation and Development,” South-South and Triangular Cooperation in Action Series (United Nations Office for South-South Cooperation and Palestinian International Cooperation Agency, 2018). Available from <https://drive.google.com/file/d/1D3qYBP3n7RbQFyig58UD6APXrD8fYgW/view>.

⁵¹ Ibid.

⁵² Ibid.

⁵³ Ibid.

⁵⁴ Ibid.

⁵⁵ Professor Sachin Chaturvedi, “South-South Cooperation: Theoretical Perspectives and Empirical Realities,” November 8, 2018. Available from <https://www.ssc-globalthinkers.org/node/160>.

⁵⁶ Ibid.

⁵⁷ The legislation establishing the Tunisian Agency for Technical Cooperation is Law No. 72-35 dated April 27, 1972; see <https://www.atct.tn/en/introducing-atct>.

⁵⁸ Ibid.

⁵⁹ ATCT, “Structure of the Tunisian Agency for Technical Cooperation.” Available from <https://www.atct.tn/en/organization-chart-atct>.

ACCORDING TO THE LATEST ATCT DATA, THERE ARE

27,577

CANDIDATES AVAILABLE ACROSS 18 FIELDS OF WORK. THESE PROFESSIONALS ARE MAINLY FROM THE TUNISIAN ADMINISTRATION, UNIVERSITIES, AND PUBLIC AND PRIVATE COMPANIES

available across 18 fields of work.⁶⁰ These professionals are mainly from the Tunisian Administration, universities, and public and private companies.

The ATCT also maintains a roster of these candidates, which is a searchable database that allows selection by criteria of categories, such as expertise, qualification, and experience, among others.⁶¹ ATCT also maintains a list of consulting firms that can be searched according to their work sector and a forum for Tunisian professionals, wherein they would be able to see the opportunities present in other countries.⁶²

● **Organizing and managing career development training for foreign professionals**

The ATCT organizes training sessions for groups of participants from different countries. The Agency relies on a network of Tunisian professionals, which includes 132 centers and specialized institutions and about 190 training projects. The training programs are generally related to top priority fields and allow a better exchange of experience between the participants and an enrichment of their skills.

The ATCT also provides tailor-made training programs based on various specific requests for individual and collective training received from countries and specialized agencies. This type of training is designed to meet the different needs of the beneficiary countries and aims at allowing candidates to acquire skills pertaining to their work positions and responsibilities. The ATCT designs a training program that fits with the candidates' experience, their language skills, the objectives of the requested training, and duties to which they will be assigned upon returning home.

● **Carrying out technical assistance projects**

The ATCT also provides assistance to developing countries in carrying out feasibility studies, implementation, follow-up, and evaluation of economic, institutional, social, and cultural projects. More than 70 technical assistance projects have been implemented in different African countries with Tunisian expertise.

The ATCT maintains a list of engineering and consulting firms whose activities cover all sectors of traditional engineering. The ATCT also administers

initiatives in complex areas, such as strategic studies, macroeconomic and impact studies, and retrospective evaluations.

● **Promoting SSTRC**

Tunisia has developed a long-standing SSC policy since its very independence.⁶³ With the collaboration of Tunisian Resource Centers, the ATCT plans prospecting missions every year in different sub-Saharan African countries to liaise with their counterparts and exchange experiences and good practices, while facilitating networking and cooperation opportunities between them. The ATCT also coordinates with local partners, such as line ministries and Tunisian Resource Centers, for the operationalization of its activities.

An annual program of work sets out the activities to be implemented, including prospecting missions, capacity development sessions, and SSC projects. The ATCT responds to all technical assistance and capacity building requests received from developing countries or regional and international organizations.

Instances of Tunisia's SSC initiatives include collaboration on a project between the science ministries of Egypt and Tunisia to use the results of scientific research to develop small enterprises in rural areas. The project, which was launched in July 2012, aims to address unemployment in both countries. The initiative is part of a wider agreement on scientific and technological cooperation that was signed by both countries in October 2010.⁶⁴

Other examples of TrC include the training of Nigerian doctors by Tunisian physicians, which was funded by France, and the conducting of training programs in Mauritania by Tunisian experts in fishery techniques, navigation, and shipbuilding mechanisms, which was supported by Japan.⁶⁵

⁶⁰ ATCT, "Candidates Distribution by Field." Available from https://www.atct.tn/sites/default/files/repartition_des_candidats_au_31032019.pdf.

⁶¹ ATCT, "Research of Candidates." Available from https://www.atct.tn/en/chiffre_cle.

⁶² ATCT webpage at <https://www.atct.tn/en>.

⁶³ ATCT, "Presentation of the ATCT." Available from <https://www.atct.tn/en/introducing-atct>.

⁶⁴ Hazem Badr, "Egypt and Tunisia Collaborate on Rural Enterprise Scheme," Science and Development Network, July 30, 2012. Available from <https://www.scidev.net/global/cooperation/news/egypt-and-tunisia-collaborate-on-rural-enterprise-scheme.html>.

⁶⁵ Saoussen Dhokkar, "Tunisia's Experience in South-South Cooperation." Available from http://ris.org.in/pdf/ITEC_SSC_Repор_Chapter/Ch_15_ITEC_SSC.pdf.



TIKA IS ENGAGED IN VARIOUS DEVELOPMENT COOPERATION ACTIVITIES IN

150 COUNTRIES

WITH **61 PROGRAM COORDINATION OFFICES** AFFILIATED TO TIKA **OPERATING IN 58 COUNTRIES** WITHIN THE FRAMEWORK OF THE BILATERAL COOPERATION AGREEMENTS OR MEMORANDA OF UNDERSTANDING

TURKEY

The Turkish International Cooperation and Development Agency (TIKA) was established in 1992 under Statutory Decree Law No. 480 as a technical aid organization under the Ministry of Foreign Affairs to meet the immediate aid needs of Eurasian countries. TIKA was entrusted with the responsibility of coordinating and implementing Turkey's development cooperation policy in alignment with the national and international actors and for producing development cooperation statistics for Turkey.⁶⁶

TIKA carried out economic, social, and cultural activities in its sister countries until 1995, after which it began to concentrate on cooperation in the field of education and culture. In 1999, it was entrusted to the Prime Ministry with a Presidential Order, and in 2001, the organization's body of rules were put into force with the publication of the Law No. 4668 on the "Organization and Tasks of Turkish Cooperation and Development Administration Directorate." With the Statutory Decree Law No. 656 dated October 24, 2011, the body of rules and the name Turkish International Cooperation and Coordination Agency were updated. In order to achieve the effective contribution of other governmental institutions, legislation was adopted that provides the privilege to TIKA to coordinate and mobilize human resources and the institutional capacities of other public agencies including universities. Moreover, the government also equipped some other institutions with legal and financial instruments for foreign assistance in coordination with TIKA.

TIKA carries out the task of being a cooperating mechanism for the state institutions and organizations, universities, non-profit organizations, and the private sector, and also functions as a platform for these actors to come together. TIKA also records the development aid carried out by Turkey. It is engaged in various development cooperation activities in 150 countries with 61 Program Coordination Offices affiliated to TIKA operating in 58 countries within the framework of the bilateral cooperation agreements or memoranda of understanding.⁶⁷ There are Program Coordination Offices or liaison offices established in the countries falling in TIKA's area of mandate in order to ensure the coordination in the cooperation activities to be carried out abroad.

TIKA's mandate, duties, and responsibilities are listed as 12 major points that include inter alia developing relations with the countries and communities targeted to establish cooperation to contribute to mutual development. TIKA ensures that humanitarian aid and technical assistance is offered to foreign countries and communities, when necessary. TIKA also implements programs, projects, and activities in cooperation with public institutions, universities, non-governmental organizations, and the private sector in beneficiary countries. This broad set of duties showcases the vital importance of TIKA to Turkey's development cooperation activities.

TIKA provides capacity building trainings in many sectors for thousands of people from around the world every year. Through the technical assistance modules that enable the transfer of technology and sharing of knowledge, TIKA aims at triggering local innovation and improving human resources of civil and governmental organizations in developing countries. TIKA also collaborates with other facilitating countries and multilateral organizations around some of its capacity building projects.

TIKA also uses "triangular cooperation" modality around projects aiming to increase administrative capacity of developing countries. It aims at facilitating partner countries' development by equipping their institutions and people with skills and other resources in the priority areas they choose. This is based on the belief that the partner countries know their needs the best, and TIKA designs its development activities accordingly with a demand-driven approach. TIKA's social, administrative, and economic infrastructure projects are executed in a way to directly serve end users.

Other policy frameworks utilized by Turkey include the African Union-Turkey strategic partnership, which was formalized at the 2008 Istanbul Summit, during which two outcome documents were adopted: the Istanbul Declaration and the Framework for Cooperation.

⁶⁶ AStatistical, Economic and Social Research and Training Centre for Islamic Countries, IsDB, TIKA, and UNOSSC, Mapping Turkey's Resource Centers, (2016).

⁶⁷ TIKA Annual Report, 2017, p. 15.

THE FIRST MEETING OF THE CORE GROUP OF SOUTHERN PARTNERS WAS HELD IN ISTANBUL IN

2013.

THE OBJECTIVES OF THIS MEETING WERE TO ADVANCE SHARED UNDERSTANDING OF THE PRINCIPLES OF SSC IN LIGHT OF THE NEW TRENDS AND PRACTICES



IBSA FUND

This is an SSC Initiative between Turkey and African Union member countries that includes a roadmap for enhancing cooperation between them.⁶⁸

The UN Technology Bank for LDCs was established in Gebze, Turkey with active contribution of the Government of Turkey and commenced its work in June 2018. Establishing a Technology Bank is a key deliverable of the Istanbul Program of Action for the LDCs (2011) and will strive to build technical, vocational, managerial, and scientific capacity in LDCs toward improving their economic performance, social well-being, and resilience.

In addition, the first meeting of the Core Group of Southern Partners was held in Istanbul in 2013. The objectives of this meeting were to advance shared understanding of the principles of SSC in light of the new trends and practices. In this context, TİKA believes that there is great potential for SSC to contribute to equitable and sustainable development. SSC is not only a unique, diverse, and effective modality of cooperation, but also an intellectually enriching way to reflect on the national and regional efforts that should be undertaken by developing countries, based on lessons learned from the experiences of peer Southern partners.

The India, Brazil, and South Africa Facility for Poverty and Hunger Alleviation (IBSA Fund) was created as an agreement between the countries of India, Brazil, and South Africa. It was created out of the IBSA Dialogue Forum in March 2004 to “identify replicable and scalable projects that can be disseminated to interested developing countries as examples of best practices in the fight against poverty and hunger.” A more recent agreement between the IBSA countries states that its purpose is “to fund projects of South-South Cooperation for the benefit of the populations of developing countries.”⁶⁹ Under the terms of this Agreement, signed on October 17, 2017 at the Durban ministerial meeting, each IBSA country committed to making an annual donation of US\$1 million to the IBSA Fund.

The governance of the IBSA Fund is carried out by a Board of Directors, which is comprised of the Ambassadors, Permanent Representatives, and Deputy Permanent Representatives of India, Brazil, and South Africa to the United Nations in New York. The Fund itself is managed by the UNOSSC, which also functions as the secretariat for the Board of Directors.

Any local/national stakeholder(s) or governmental institution(s) in any developing country is eligible to receive financing from the IBSA Fund. The projects generally are geared toward an objective of facilitating human development projects to advance the fight against poverty and hunger in developing countries. The Fund can also finance SSC projects for the benefit of populations in developing countries.

The IBSA Fund has received over US\$ 30 million in financial contributions that have helped advance 27 projects in developing countries and LDCs, which are yielding results in line with the SDGs.⁷⁰ The Fund’s completed projects include strengthening infrastructure and capacity to combat HIV/AIDS in Burundi,⁷¹ and empowering children and adolescents with special needs and their families in Cambodia.⁷² Ongoing projects include a solid waste management improvement project in Guyana.⁷³

⁶⁸ Republic of Turkey, Ministry of Foreign Affairs. Available from http://www.mfa.gov.tr/african-union---turkey-partnership-joint-implementation-report_-2015-2017_-12-february-2018_en.en.mfa.

⁶⁹ Article 1 of the Agreement between the Government of the Republic of India, the Government of the Federative Republic of Brazil, and the Government of the Republic of South Africa on the IBSA Fund for the Alleviation of Poverty and Hunger. Available from <http://www.itamaraty.gov.br/en/press-releases/17619-agreement-between-the-government-of-the-republic-of-india-the-government-of-the-federative-republic-of-brazil-and-the-government-of-the-republic-of-south-africa-on-the-ibsa-fund-for-the-alleviation-of-poverty-and-hunger>.

⁷⁰ “UNDP IBSA Report,” 2017.

⁷¹ *Ibid.*, p. 35.

⁷² *Ibid.*, p. 40.

⁷³ *Ibid.*, p. 12.



THE PGTF OFFERS MAJOR SUPPORT TO ACTIVITIES IN THE AREAS OF TECHNICAL COOPERATION, FOOD AND AGRICULTURE, AND TRADE. ITS OTHER AREAS INCLUDE PROVIDING TRAINING, INFORMATION EXCHANGE AND DISSEMINATION, INDUSTRIALIZATION, AND HEALTH

PEREZ-GUERRERO TRUST FUND FOR SOUTH-SOUTH COOPERATION

The Perez-Guerrero Trust Fund for South-South Cooperation (PGTF) is a fund established in 1983 by United Nations General Assembly Resolution 38/201 for supporting activities in economic and technical cooperation among developing countries of critical importance to developing country members of the Group of 77 (G77) in order to achieve national or collective self-reliance, according to the priorities set by them. It is named after Manuel Perez-Guerrero, a Venezuelan diplomat who played a key role in strengthening South-South relations, especially within the G77.⁷⁴

The PGTF is managed by a Committee of Experts, which is responsible for appraisal of the received project proposals. The UNOSSC serves as the fund manager of PGTF. Upon approval by the G77, the United Nations Development Programme channels and helps implement PGTF resources through projects around the world. Most of these projects are small in their scale and focus largely on socio-economic issues in developing countries.

The objectives of the PGTF include financing pre-investment/feasibility studies and reports prepared by professional consultancy organizations in developing country members of the G77 and facilitating the implementation of projects within the framework of the Caracas Program of Action on economic cooperation among developing countries.⁷⁵ According to Inter Press Service, until 2017 the Fund had “supported 291 projects with a total allocation of \$13.7 million benefiting 127 developing countries as direct participants/beneficiaries in PGTF-supported projects and 141 developing countries as collective participants/beneficiaries.”⁷⁶ The PGTF offers major support to activities in the areas of technical cooperation, food and agriculture, and trade. Its other areas include providing training, information exchange and dissemination, industrialization, and health.

Recent examples of projects that have been funded by the PGTF include an e-commerce development program for small and medium enterprises from developing countries, capacity-building on management and utilization of solar energy resources for improving living conditions in rural areas, and research on economic diversification of land-locked developing countries.⁷⁷

UNTIL 2017 THE FUND HAD **“SUPPORTED 291 PROJECTS** WITH A TOTAL ALLOCATION OF

US\$13.7 MILLION

BENEFITING 127 DEVELOPING COUNTRIES AS DIRECT PARTICIPANTS/BENEFICIARIES IN PGTF-SUPPORTED PROJECTS AND 141 DEVELOPING COUNTRIES AS COLLECTIVE PARTICIPANTS/BENEFICIARIES.”

⁷⁴ Ann Crittenden, “Manuel Perez Guerrero,” *New York Times*, December 17, 1975. Available from <https://www.nytimes.com/1975/12/17/archives/manuel-perez-guerrero.html>.

⁷⁵ G77 website. Available from <http://www.g77.org/pgtf/>.

⁷⁶ Inter Press Service, “Perez-Guerrero Trust Fund Calls for Project Proposals for 2017,” March 2, 2017. Available from <http://www.ipsnews.net/2017/03/perez-guerrero-trust-fund-calls-for-project-proposals-for-2017/>.

⁷⁷ Thalif Deen, “Perez-Guerrero Trust Fund Finances 278 Projects in Developing Nations,” IPS, October 3, 2016. Available from <http://www.ipsnews.net/2016/10/perez-guerrero-trust-fund-finances-278-projects-in-developing-nations-2/>.



ANNEX 2 SURVEY ON DEVELOPING NATIONAL STRATEGIES AND INSTITUTIONAL FRAMEWORK FOR SOUTH-SOUTH COOPERATION

This is a survey questionnaire prepared by the South Centre in connection with a research project supported by the Islamic Development Bank regarding national strategies and institutional frameworks on South-South cooperation. The responses to the questionnaire will be collected and put together for purposes of providing country-based information regarding on the subject.

Please return the questionnaire to the South Centre on or before 10 December 2018, through Mr. Daniel Uribe (uribe@southcentre.int), Mr. Danish (Danish@southcentre.int), or fax: +41227988531

Country:

I. National development strategies relating to South-South and Triangular Cooperation (SSTC)

Is SSTC among the priorities of your government?

Yes

No

Is SSTC reflected in any specific policy, legislative or administrative framework in your country?

Yes

No

If yes, please provide some input on the nature of these instruments.



Is there any mechanism designed to identify and build SSTC networks and opportunities at bilateral, regional and multilateral level?

II. Institutional Arrangements for South-South Cooperation (SSC)

Is there a Ministry or a specific institution that is mandated to undertake SSC activities/interventions/discussions?

Yes

No

If no, please provide information on how is SSC operationalized at the national level.

If yes, please provide information on the name of the body or institution in charge of SSC in your Country.

In case activities related to SSC are handled by an institution or agency, please select which option below best describes the current structure of the national body in charge of SSC activities/interventions

- Department or unit under a Ministry
- National Agency with autonomous structure
- Other (please provide information):

To which national authority does the national body in charge of SSC report to? Please select form the options below:

- President's Office
- Prime Minister's
- Parliament
- Ministry of Foreign Affairs
- Other (please provide information):



Please, select from below, which is the best option to describe the mandate of and activities carried out by the national body in charge of SSC?

- Inward flow of cooperation from outside the country
- Outward flow of cooperation to other partners/countries
- All of the above
- Other (please provide information):

Please provide descriptive information on the main areas or topics covered by SSC activities and mandate as described above.

Is there an institutional document defining the vision, objectives, operational modalities, and supporting mechanism for activities carried out by the national body of SSC in your country?

- Yes
- No

How does the national body in charge of SSC carry out its activities/interventions?

- Programmatic approach (eg. Strategic plan, institutional document, annual program of work)
- Reactive approach (eg. responding to requests as needed)

Please provide information below:

How does your country support SSC activities?

- Financial support
- In-kind support (technical expertise, knowledge exchanges, among others)
- Both (financial and in-kind support)
- Other (please provide information):

If possible, please inform the approximate average annual national budget spent by your government on SSC-related activities/interventions for the past 5 years (2012-2017)?



How does the national body in charge of SSC activities/interventions identify the demand for expertise from other countries/partners?

- Requests from other countries
- Coordinated program developed with other partners
- Other (please provide information):

How does the national body in charge of SSC activities/interventions identify the supply of such expertise? Please describe below:

If possible, what is the number of personnel in the national body in charge of SSC activities/interventions?

Do you have any voluntary tool or mechanism to collect, analyse and report your SSC data to any international or plurilateral body? If so, please describe the system and identify to which body the voluntary reporting is done.

III. Institutional Arrangements for South-South Cooperation (SSC)

Does your country provide any specific training programs for SSC experts/officials/specialists?

If yes, which are the modalities and activities provided by your country to develop awareness of and support to SSC activities in your country?

Are there in your country other modalities or activities to develop awareness of and support to SSC activities other than those undertaken by your government?

Yes

No

If yes, please provide information:

Please provide any recommendations you may have for enhancing SSC at the national level.

Please provide any recommendations you may have for enhancing SSC at the global and regional level.

REVERSE LINKAGE

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