

PRELIMINARY ASSESSMENT OF NATIONAL ECOSYSTEMS FOR SOUTH- SOUTH AND TRIANGULAR COOPERATION



**CASE STUDIES FROM
SEVEN IsDB MEMBER
COUNTRIES**

DECEMBER 2021

PABA+40

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ACRONYMS

AGCT	Guinean Technical Cooperation Agency
AMCI	Moroccan Agency of International Cooperation
BAPA	Buenos Aires Plan of Action
BSD	Bureaux de Stratégies et de Développement (Strategies and Development Offices)
DCT	Directorate of Technical Cooperation
DTAC	Directorate of Technical Aid Corps
DTCA	Directorate for Technical Cooperation in Africa
IsDB	Islamic Development Bank
MCPS	Member Country Partnership Strategy
MoF	Ministry of Finance
MTCP	Malaysian Technical Cooperation Program
NTCF	Nigerian Technical Cooperation Fund
OECD	Organization of Economic Cooperation and Development
OIF	International Organization of the Francophonie
PSA	Public Service Agency
SDG(s)	Sustainable Development Goal(s)
SESRIC	Statistical, Economic and Social Research and Training Centre for Islamic Countries
SSC	South-South Cooperation
SSTrC	South-South and Triangular Cooperation
TIKA	Turkish Coordination and Cooperation Agency
UNDP	United Nations Development Programme
US\$	United States dollar



INTRODUCTION

This report aims to shed light on the preliminary assessment of national ecosystems for South-South and Triangular Cooperation (SSTrC) undertaken by the Islamic Development Bank (IsDB) in seven selected member countries, namely Guinea, Indonesia, Malaysia, Morocco, Nigeria, Senegal and Turkey.

Since its establishment, IsDB has championed South-South Cooperation among its member countries as one of its key founding principles. For over four decades, it has reflected this in its operations by bringing its 57 member countries together to help one another solve common development challenges through various programs that promote intra trade, investment, and technical cooperation.

Developing countries, including IsDB member 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 through SSTrC, the pace of improvements in national institutional frameworks has lagged, thus impeding the unleashing of the full potential of SSTrC.

To help its member countries to engage in SSTrC actively and effectively, IsDB developed a specific framework for the SSTrC national ecosystem, which identifies the main pillars of an effective national institutional arrangement. These pillars are: (i) political will; (ii) a national strategy for SSTrC; (iii) a national body; (iv) information bases; (v) connected actors; (vi) national financing mechanisms; and (vii) performance management.

Moreover, to support its member countries in building their own ecosystems, IsDB conducted a preliminary assessment of the SSTrC enabling environment in seven countries, as part of the preparation of the Member Country Partnership Strategy.

This report consists of three chapters. Chapter 1 gives the background of South-South Cooperation, details the role of IsDB, and introduces the national ecosystems for SSTrC. Chapter 2 presents the preliminary assessment of the national ecosystems in the seven selected countries. Finally, chapter 3 provides further analysis of the ecosystems while making a comparison among the seven countries in terms of the availability of the different ecosystem pillars.



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CHAPTER 1: NATIONAL ECOSYSTEMS FOR SOUTH-SOUTH AND TRIANGULAR COOPERATION

BACKGROUND

South-South Cooperation (SSC) provides an additional and complementary route to North-South Cooperation toward achieving comprehensive development objectives.

As per the UNDP publication entitled “Frequently Asked Questions: South-South and Triangular Cooperation”, SSC is defined as *“A process whereby two or more developing countries pursue their individual and/or shared national capacity development objectives through exchanges of knowledge, skills, resources, and technical prowess, as well as through regional and interregional collective actions, including partnerships involving governments, regional organizations, civil society, academia, and the private sector, for their individual and/or mutual benefit within and across regions. South–South cooperation is not a substitute for, but rather a complement to, North–South cooperation”.*

In contrast to other types of mechanisms, SSC is unique in the sense that it derives its motivation from solidarity. This is evident in the SSC principles elaborated more than four decades ago, namely respect for national sovereignty, equality, non-conditionality, non-interference in domestic affairs, and mutual benefit. The importance of SSC is growing, and its promotion has become an integral part of the United Nations (UN) Sustainable Development Goals (SDGs), particularly under Goal 17—Partnerships for the Goals.

Developing countries, commonly grouped as the Global South, have long envisioned a mutually beneficial model of cooperation founded on a common history and shared values of solidarity, fairness, and mutual support. The efforts of the Global South to elaborate on “more specific regional, sub-regional, and national programs of cooperation”¹ have been recognized since the Bandung Conference in 1955 and the Buenos Aires Plan of Action (BAPA) for Promoting and Implementing Technical Cooperation among Developing Countries in 1978. These deliberations have culminated in a set of principles that guide the framework of SSC.

Over the years, the depth and breadth of SSC have increased, leading to more effective interventions in technical cooperation, South-South trade and investments, and other exchanges. Traditional donors have taken note of how SSC has developed into an effective mechanism for solving development challenges and are increasingly supporting SSC through



“The importance of South-South Cooperation is growing and promoting it has become an integral part of the United Nations (UN) Sustainable Development Goals (SDGs).”

a mechanism termed triangular cooperation. Thus, South-South and Triangular Cooperation (SSTrC) has become an important tool of international cooperation for development that contributes to the achievement of the 2030 Agenda for Sustainable Development. In particular, SDG 17 is seeking to strengthen SSTrC to support and achieve all the ambitious targets of the 2030 Agenda.²

¹ South Commission, *The Challenge to the South* (Oxford University Press, 1990), p. 157.

² *Developing National Ecosystems for South-South and Triangular Cooperation to Achieve Agenda 2030 For Sustainable Development*

ISDB AND SOUTH-SOUTH COOPERATION

Since its establishment, IsDB has championed South-South Cooperation among its member countries as one of its key founding principles. For over four decades, IsDB has reflected this in its operations by bringing its 57 member countries together to help one another solve common development challenges through various programs that promote trade, investment, and technical cooperation.

Guided by the principles of South-South Cooperation, IsDB designed the Reverse Linkage as a technical cooperation mechanism whereby member countries exchange their knowledge, expertise, technology, and resources to develop their capacities and devise solutions for their autonomous development. Through this mechanism, IsDB plays the role of a facilitator and connector to mobilize resources and identify development solutions from across the globe to meet the challenges of its member countries.

The Reverse Linkage mechanism is a unique modality that puts solidarity-based cooperation ahead of finance. It provides the opportunity to focus the spotlight where it matters: the expertise, technologies and resources of our member countries which they are willing to share with others for mutual benefits. This is a demand-driven process where member countries are on the driver's seat, pursuing long-lasting partnerships that lead to enhanced economic cooperation in the long run. Over the past five years, IsDB-funded Reverse Linkage projects have connected more than 33 member countries for the transfer of know-how, expertise and resources, covering such a wide range of sectors as renewable energy, health, ICT for development, disaster risk management, education, food security, and water resources management.

33
Member Countries
have benefited from
IsDB-funded Reverse
Linkage projects
over the last five
years.

THE PILLARS OF SSTRc NATIONAL ECOSYSTEMS

Developing countries, including IsDB member 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 through SSTRc, the pace of improvements in national institutional frameworks has lagged, thus impeding the unleashing of the full potential of SSTRc.

During the 2nd High-Level UN Conference on South-South Cooperation (also referred to as "BAPA+40"), the countries adopted the BAPA+40 Outcome Document, which provided various recommendations on how to strengthen SSTRc and use this cooperation mechanism to solve development challenges in many areas, including economic development, combating climate change, strengthening female and youth environments, and developing resilience. As highlighted in the BAPA+40 Outcome Document, the increasing complexity and sophistication as well as the substantial scale of SSTRc call for more effective institutional arrangements.

In order to address this challenge, IsDB, based on its experience in both field and analytical work, developed the framework of the national ecosystem for SSTRc which identified the main pillars of an effective national institutional arrangement (Figure 1). These pillars are: (i) political will; (ii) a national strategy for SSTRc; (iii) a national body that acts as a focal point for SSTRc interventions; (iv) information bases that enable countries to map their national capabilities and development solutions that can be shared with others while also identifying issues that can be addressed through SSTRc; (v) connected actors that coordinate their SSTRc efforts and activities in order to harmonize their interventions and amplify the effect of their work; (vi) national financing mechanisms that provide the necessary resources for countries to engage in SSTRc regionally and globally; and (vii) performance management systems that allow countries to assess how well they are doing in their SSTRc engagements and find ways for continuous improvement:

The political will at the highest governmental levels in developing countries is vital for including SSTRc in the national development strategy and mainstreaming it into the national consciousness and relevant legislative and regulatory instruments;

Having **national strategies for SSTRc** could help governments 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 facilitate cooperation among developing countries through institutional arrangements that 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 to enhance 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;

The 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;

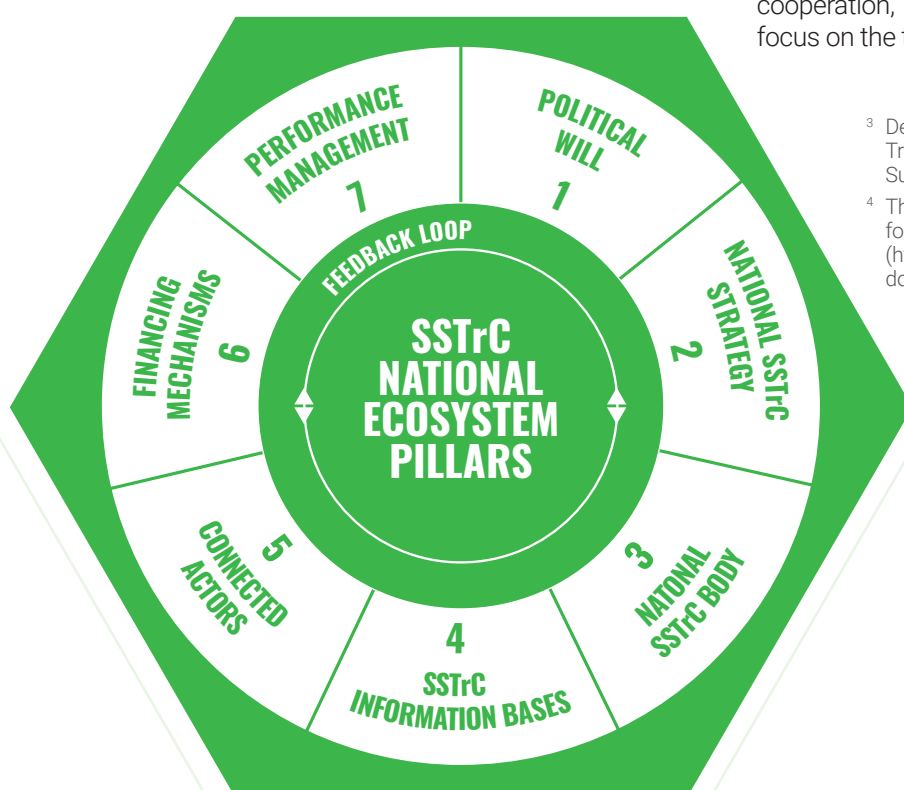
Lastly, enabling the **performance management** of these initiatives will help leverage the experience gained and

lessons learned in increasing the efficiency and benefit of SSTRc for all stakeholders.³

The synergies and complementarities existing among these pillars could facilitate the development of enhanced SSTRc national ecosystems 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 SDGs and attaining the 2030 Agenda for Sustainable Development in developing countries.

To undertake the country-specific assessments, IsDB has also developed the Assessment Framework for National Ecosystems for SSTRc to be used in its member countries. These assessments may be conducted directly by IsDB staff in cooperation with other development partners or indirectly by commissioning expert firms to apply the assessment framework as outlined in this document. In all cases, the country assessments will be endorsed and owned by the member countries themselves through the relevant authorities of their respective governments. The application of this assessment framework will consider the circumstances and context of each country. The assessment framework will be continuously updated and improved based on future assessments. Among the three dimensions of the SSTRc mechanism, namely technical cooperation, investment and trade, the assessment will focus on the technical cooperation dimension.⁴

FIGURE 1: THE SEVEN PILLARS OF NATIONAL ECOSYSTEMS FOR SOUTH-SOUTH AND TRIANGULAR COOPERATION



³ Developing National Ecosystems for South-South and Triangular Cooperation to Achieve 2030 Agenda for Sustainable Development.

⁴ The Assessment Framework for National Ecosystems for South-South and Triangular Cooperation (https://www.isdb.org/sites/default/files/media/documents/2020-10/SSTRc_AFrame_LR.pdf).

A photograph of three business professionals in a meeting. Two men in suits are on the left, and a woman in a red hijab is on the right. They are seated around a glass table with a cup of coffee and a glass of water. A large teal hexagonal graphic is overlaid in the center, containing the chapter title. The background is a bright window.

CHAPTER 2: CASE STUDIES



OBJECTIVE

This report aims to showcase the preliminary assessment of the current national ecosystems of SSTRC in selected IsDB member countries. The purpose of the assessment is to develop a basic understanding of the history, boundaries, and key features of the institutional SSTRC arrangements of the country in question.

METHODOLOGY

This report was prepared based on the country context analysis component of IsDB's Assessment Framework for National Ecosystems for SSTRC. The country context analysis is the first step in identifying the conditions of the national ecosystem, checking the existence of the pillars, and assessing their apparent strengths and weaknesses to the highest extent possible.⁵

The country context analysis should identify: (i) the basis on which SSTRC takes place (i.e., bilateral, regional, intraregional, or interregional); (ii) the format of the cooperation (knowledge sharing, exchange of expertise and skills, exchange of resources, and/or exchange of technology and development solutions); and (iii) whether cooperation occurs in collaboration with traditional donor countries and multilateral organizations and which financing mechanisms are used.⁶

In 2020, as part of the preparation of the Member Country Partnership Strategy⁷ in seven IsDB member countries, namely Guinea, Indonesia, Malaysia, Morocco, Nigeria, Senegal and Turkey, a preliminary assessment of the current national ecosystem of SSTRC in these countries was requested.

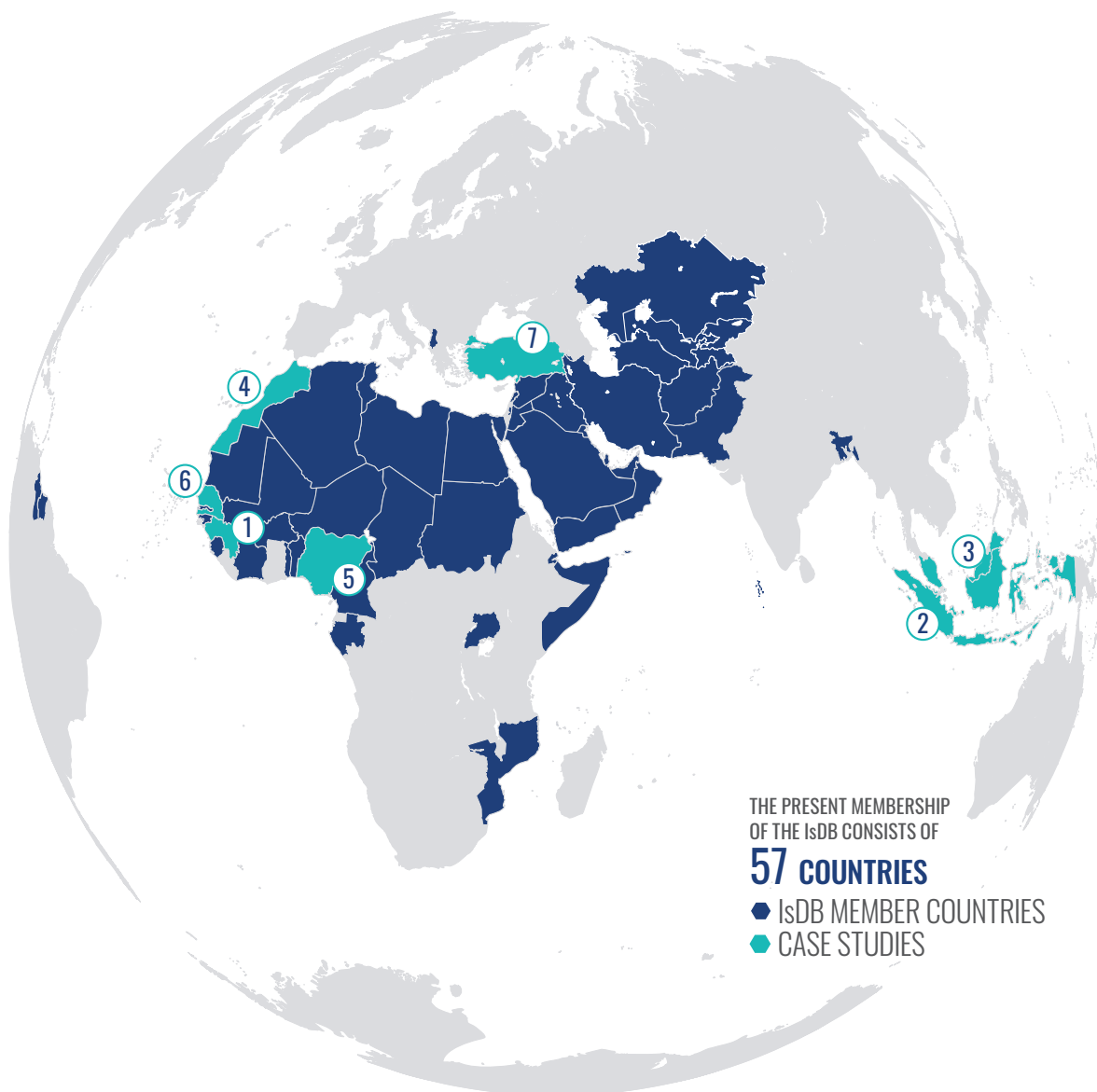
The aim of the assessment was to provide information on the role played by each country as a provider and/or recipient of knowledge and expertise. It was conducted for each country as a desk review with no interaction with the said countries, based on the seven pillars of the national ecosystem: (i) political will; (ii) a national strategy for SSTRC; (iii) a national body; (iv) information bases; (iv) connected actors; (v) national financing mechanisms; and (vi) performance management systems.

Furthermore, the seven assessments were undertaken by IsDB staff and the views expressed in this report are those of the authors and do not necessarily reflect the official views of IsDB.

⁵ The Assessment Framework for National Ecosystems for South-South and Triangular Cooperation.

⁶ Idem.

⁷ The Member Country Partnership Strategy (MCPS), introduced in 2010, is a strategy document that guides the operations of IsDB Group in its member countries over the medium-term (3-5 years). It clearly specifies comparative advantages and niche areas for IsDB Group as well as financing instruments and role of both the country and IsDB.



1. GUINEA p13

2. INDONESIA p16

3. MALAYSIA p19

4. MOROCCO p21

5. NIGERIA p23

6. SENEGAL p25

7. TURKEY p27



2017

saw Guinea's Technical Cooperation Agency (AGCT) join IsDB's 3-2-C Initiative for Effective Technical Cooperation.



GUINEA 

Preliminary assessment of the national ecosystem for SSTRc

POLITICAL WILL

Guinea established in 2011 the Guinean Technical Cooperation Agency – Agence Guinéenne de Cooperation Technique (AGCT), under the Ministry of Cooperation, to serve as the national focal point for technical cooperation for development. Over approximately one decade, the Government of Guinea has demonstrated its political will for SSTRc by upsizing the AGCT⁸ and providing it with human resources, supporting its participation in major regional and international SSTRc events. In 2017, the AGCT joined IsDB's 3-2-C⁹ Initiative for Effective Technical Cooperation, aiming at enhancing synergy among the technical cooperation agencies of IsDB member countries.

In the same context, Guinea has a huge ambition to become a big player in the arena of SSTRc. It has advocated in many international fora¹⁰ for an innovative idea which consists of establishing an international institute for training and research on SSTRc, to be based in Conakry. This initiative is supported at the highest level of the country leadership.

For the record, the Guinean Government had deployed during the 1970s about 700 Guinean cooperators/experts in several African countries in the fields of energy, health, education, agriculture, environment, etc.

NATIONAL STRATEGY

Guinea does not yet have a structured national strategy for promoting SSTRc. However, it is worth mentioning that the Ministry of Cooperation organized in 2005 a five-day national forum on aid, under the theme "Guinea's international development assistance: policy, mobilization, coordination, and effectiveness". The forum discussed also technical cooperation, and an important report titled "Mastering technical assistance and promoting national expertise" was produced. This report, which has never been updated, gives insights and orientations on how Guinea could promote technical cooperation as provider and recipient.

⁸ The AGCT was upgraded by the Government of Guinea, in July 2020, as a national independent institution with a new statute and mandate.

⁹ For more information read the article on the 3-2-C initiative under the IsDB Publication "Reverse Linkage: Development through South-South Cooperation" <https://www.isdb.org/sites/default/files/media/documents/2019-01/Reverse%20Linkage%20-%20Development%20Through%20SSC.pdf>

¹⁰ The idea was proposed during the seventeenth meeting of the High-Level Committee on SSC (2012) as well as during the UN Conference on SSTRc, BAPA+40 (2019).

INFORMATION BASES

There is not yet a standardized database on technical cooperation, where each ministry has its own database. However, a project aiming at creating a comprehensive database on cooperation for development is under development with the support of UNDP.

As part of the technical cooperation operation provided by IsDB in 2019 to Guinea, through the Tunisian Technical Cooperation Agency, the following tools have been developed:

- A roster of international institutions that could be potential partners of the AGCT in the field of technical cooperation, through SSTRC;
- A database of Guinean individual candidates to be deployed at the international level, under technical and South-South Cooperation framework, or to serve in international positions. These candidates are listed by field of expertise, specialization, gender, degree, and years of experience to facilitate the search and respond to the needs of countries seeking Guinean expertise;
- A compendium on the main Guinean centers of excellence that could be providers of knowledge and expertise to other countries, in the framework of SSTR.

CONNECTED ACTORS

The AGCT is the main actor of SSTRC. Other actors include the Ministry of Foreign Affairs and Guineans Abroad, the Ministry of Planning and Economic Development and Guinea's Export Promotion Agency, as well as other line ministries.

In 2015, the Government established a network of national institutions, namely the Development Strategy Offices "Bureaux de Stratégies et de Développement (BSD)", created under each line ministry. According to a Governmental Decree, the BSD mission is to ensure the coordination of all activities related to the design, development, implementation, and monitoring of the sectoral development strategy of each ministry.

In this regard, the SSTRC-related performance can be improved by mainstreaming technical cooperation within the programs/projects of the various line ministries, through the BSDs, and designating focal units within these institutions, for initiating and implementing SSTRC projects and initiatives. The AGCT should play the role of facilitator for this important network.

NATIONAL BODY

Guinea, as early as 2011, established the Guinean Technical Cooperation Agency (AGCT) as the main national body for coordinating the country's technical cooperation. The AGCT works as the national focal point for technical cooperation for development under the authority of the Ministry of Cooperation and African Integration.

The AGCT is responsible for the design, development, implementation, and monitoring of the technical cooperation projects and programs.

As such, it is particularly responsible for:

- Coordinating, implementing, and monitoring multilateral, SSTRC projects and programs.
- Managing foreign technical assistance in Guinea.
- Promoting the presence of Guinean expertise and know-how abroad.
- Ensuring the resources mobilization for technical cooperation projects and programs;
- Participating in events related to technical cooperation and SSTRC.
- Initiating and promoting the bilateral, triangular, and multilateral cooperation partnerships.
- Ensuring, in collaboration with the Ministry of Foreign Affairs and Guineans Abroad, for the protection of the rights of Guineans deployed on technical cooperation missions.
- Promoting cooperation among municipalities and local governments.

The AGCT is therefore focusing on Guinea's role as both provider and recipient of knowledge.

It is worth mentioning that the AGCT was fully involved, in 2018, in the design of a Reverse Linkage project between Guinea (recipient) and Tunisia (provider) on enhancing the value chain of Guinea's agricultural exports. Under this project, AGCT ensures coordination among the various Guinean stakeholders as well as with its counterpart, the Tunisian Technical Cooperation Agency and the IsDB Group.



FINANCING MECHANISM

The funding of Guinea's SSTRc projects is mainly done through international cooperation (multilateral and bilateral) and the national budget. As per the new statutes of the AGCT, the overall operating and investment budget of the Agency includes the following sources:

- Subsidy/allocation granted to AGCT from the National Budget;
- Subsidies, donations, legacies and contributions of any kind received by Agency;
- Revenue from the services provided by the Agency.

PERFORMANCE MANAGEMENT

Guinea does not have a structured SSTRc performance management system. The AGCT should therefore play a critical role in establishing the SSTRc performance management and producing periodic reports on the country's achievements as a provider and recipient. As mentioned above, the last report titled "Mastering technical assistance and promoting national expertise" was produced in 2005. Having frequent public reports on Guinea's SSTRc would help to generate visibility for the country and identify areas for improvement.



2018

saw the Reverse Linkage project between Guinea (recipient) and Tunisia (provider) on enhancing the value chain for exporting agricultural products of Guinea.



2010

saw the establishment of the Indonesia National Coordination Team for SSTRC.

INDONESIA 

Preliminary assessment of the national ecosystem for SSTRC

POLITICAL WILL

Indonesia's leading role in and contribution to the SSTRC could be traced back to the Asia-Africa Conference of 1955 in Bandung, Indonesia, uniting 25 Asian and African countries. The Non-Aligned Movement Conference in 1961 was the starting point for the development of South-South Cooperation (SSC). The role of Indonesia is reflected in the course of SSC evolution, with the establishment of the South Commission (1987), in which Indonesia was represented by Prof. Dr. Widjojo Nitisastro (former Minister of National Development Planning/ Head of National Development Planning Agency), and then the Jakarta Commitment (2009), in which Indonesia committed to serving as a development partner for institutional strengthening under SSC. In 2010, Indonesia National Coordination Team for SSTRC was established, and in 2012 Indonesia declared its readiness to become a Knowledge Hub for SSTRC in three areas, during the High-Level Meeting on South-South Cooperation, held under the theme "Towards Country-Led Knowledge Hubs".

There is a national awareness of the need for the country to play a more active role in the arena of international development. Evidence of this drive towards a more active role is the introduction of the Government of Indonesia's (GoI) policy to strengthen the role of SSTRC under the National Medium-Term Development Plan 2015-2019.

NATIONAL STRATEGY

From the perspective of a provider of knowledge and expertise through SSTRC, Indonesia, being one of the G20 countries, has committed to participate actively in supporting global development, including poverty alleviation and social inequality reduction. Such participation has benefitted Indonesia in the form of increased country leadership in international fora. Furthermore, this international involvement could act as a vehicle of economic diplomacy for Indonesia to penetrate the overseas market and to encourage foreign investments. Given these advantages, in addition to the increasing need to allocate more funds for international development, the GoI has planned to integrate the management of international development funds by establishing a public service agency (PSA) called the Indonesian Agency for International Development (Indonesia AID), under the Ministry of Finance (MoF), to streamline the execution of fund distribution to other countries.

INFORMATION BASES

The Gol has a variety of information databases containing relevant resource centers that have been developed with various international partners. This information is often specific to the requirements of the International partners interested in sharing Indonesian knowledge and expertise with other countries.

With the support of IsDB, the Gol has developed a “Mapping of Indonesia’s Resource Centers”, comprising competent institutions with proven and transferable knowledge and expertise as well as experience in international collaborations and partnerships. This database, launched in June 2018, contains 22 resource centers, both from the public and private sectors, covering 12 economic sectors of Indonesia. Some of these resource centers have either partnered (e.g., Singosari National Artificial Insemination Centre, Malang) or are in the process (e.g., Biofarma) of developing Reverse Linkage projects sharing Indonesia’s invaluable knowledge and expertise.

The Gol could consider consolidating these information databases into one dynamic database platform that will enable international partners to tap into it and identify suitable resource centers with the information easily sourced and centrally located while being updated to ensure accuracy. This one-stop platform will further strengthen the position of the Gol as a source of reliable and effective provider of knowledge and expertise, fulfilling its desired role in SSTRC.

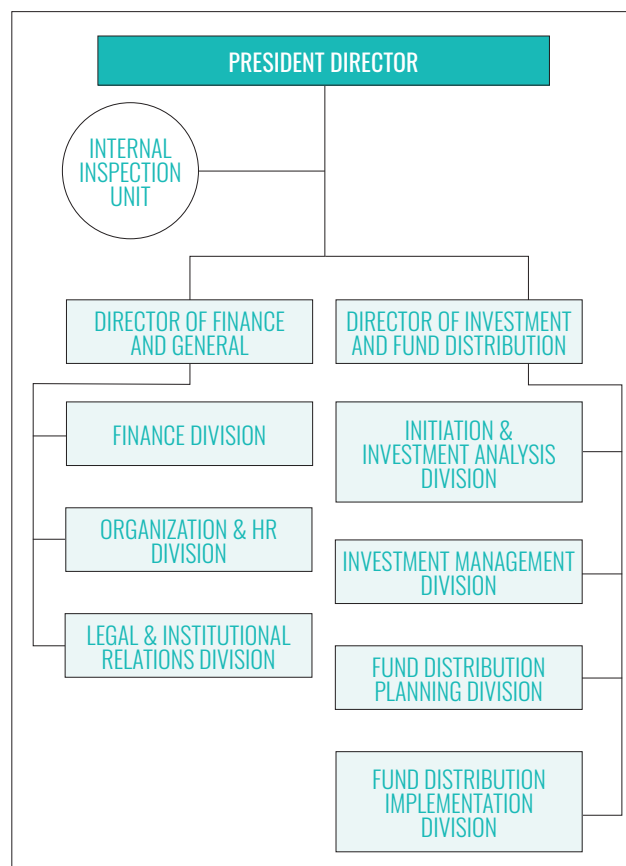
CONNECTED ACTORS

Despite the establishment of the PSA under the MoF, the decision-making process would be undertaken in a synergic manner by four ministries representing four important components in the formulation of international development cooperation policies. The name of ministries along with the area of policy representation are shown in Table 1 below.

TABLE 1: LIST OF MINISTRIES INVOLVED AND THEIR RESPECTIVE POLICY REPRESENTATION

NAME OF MINISTRY	AREA OF POLICY REPRESENTATION
Ministry of Finance	Fiscal and sovereign financial management policy
Ministry of National Development Planning	National Development Policy
Ministry of Foreign Affairs	Foreign policy
Ministry of State Secretariat	General government policy

FIGURE 2: INDONESIAN AID ORGANIZATIONAL CHART



Source: MoF Regulation No. 143-2019

NATIONAL BODY

Indonesia AID is expected to be fully operational in 2021. As for the organizational structure, this PSA would be led by a President Director and comprise two departments, Finance and General Department and Investment and Fund Distribution Department. The detailed organizational chart is provided in Figure 2, while Table 2 shows the roles and responsibilities of each unit/division.

FINANCING MECHANISM

Pursuant to MoF Regulation No. 143-2019, the establishment of Indonesia AID aims to support the provision of funds for Indonesian development cooperation (endowment funds) by undertaking investments and managing funds originating from Indonesian partners. For this purpose, the Gol has allocated to the state budget 1 trillion Rupiah in 2018 and 2 trillion Rupiah in 2019 (totaling 3 trillion Rupiah/212 million USD) to be invested by this PSA. This investment will be later utilized to implement 70 international development cooperation programs, technical partnerships for 1,200 people, and international development partnerships for 66 countries and/or foreign institutions.

PERFORMANCE MANAGEMENT

Indonesia AID will have an internal inspection unit that will conduct a performance review of the tasks and activities undertaken by the agency. The unit is tasked to identify areas for improvement and recommendations to be made to strengthen the processes in order to further increase the visibility and positioning of the country.

TABLE 2: MAIN ROLES OF THE UNIT/DIVISIONS IN INDONESIAN AID

UNIT/DIVISION	MAIN RESPONSIBILITIES
Finance and General Department	
Finance Division	<ul style="list-style-type: none"> • Undertakes the management of sovereign investment fund to be allocated to international development cooperation fund (endowment fund). • Prepares the strategic plan, budget plan, and business plan. • Undertakes financial management and prepares financial statements.
Organization and HR Division	<ul style="list-style-type: none"> • Manages organization and human resources along with HR performance, risks, and internal compliance. • Undertakes the administrative task of Indonesian AID
Legal and Institutional Relations Division	<ul style="list-style-type: none"> • Facilitates the policy formulation for partnerships. • Coordinates the implementation of institutional relations. • Manages the communications, data, and information on Indonesian AID.
Investment and Fund Distribution Department	
Initiation and Investment Analysis Division	<ul style="list-style-type: none"> • Formulates the technical policy for initiation. • Prepares investment analysis and investment plan. • Conducts feasibility studies for investment and partnership
Investment Management Division	<ul style="list-style-type: none"> • Formulates the technical policy related to investment management and settlement.
Fund Distribution Planning Division	<ul style="list-style-type: none"> • Conducts the studies, evaluation, and monitoring related to the grant distribution plan and its effectiveness.
Fund Implementation Division	<ul style="list-style-type: none"> • Prepares the material for the agreement and cooperation formulation. • Commences the execution of grant distribution. • Undertakes the grant-related procurement.
Internal Inspection Unit	<i>See Performance Management section above</i>

Source: MoF Regulation No. 143-2019



MALAYSIA 

The Malaysian Technical Cooperation Program (MTCP) strives to represent a neutral development approach through partnerships.

Preliminary assessment of the national ecosystem for SSTRc

POLITICAL WILL

Since Malaysia's independence in 1957, one prominent feature of its modern political history is its involvement in promoting greater cooperation and solidarity among newly independent countries of Asia and Africa. Although it did not participate in the inaugural Bandung Afro-Asian Conference in 1955, it quickly played an integral role in various formalized South-South movements, like the Non-Aligned Movement (NAM), the Association of Southeast Asia Nations (ASEAN), and the G77 caucus within the United Nations.

Malaysia's commitment to championing the cause of the developing South grew more prominent by the early 1980s when ASEAN, the Organization of Islamic Conference, NAM and the Commonwealth took center stage in the nation's foreign policy. Since then, Malaysia has risen to become an active player in promoting self-reliance of the developing countries, cultivating partnership among them through SSTRc.

NATIONAL STRATEGY

Malaysia's major initiative in assisting the developing countries through the SSTRc resulted in the establishment of the Malaysian Technical Cooperation Program (MTCP). Its national strategy for SSTRc revolves around the evolution of this program.

Initially, the MTCP was underpinned by the principles of

"demand-driven" and "untied aid". Unlike conventional foreign assistance programs which are often linked to donor values and priorities, the MTCP strives to represent a neutral development approach through partnerships. Through the MTCP, Malaysia aims to promote technical cooperation among developing countries, strengthen bilateral, regional and sub-regional cooperation, and nurture collective self-reliance among developing nations.

A new direction for the MTCP was formulated following its placement under the Ministry of Foreign Affairs in 2010. It entails prioritizing developing countries of strategic interests, focusing on Malaysia's area of expertise, demand-driven courses/ programs, cultivation of potential participants who would later serve as 'friends of Malaysia', public-private partnerships, and collaboration with new development partners beyond MTCP's traditional partners.

It would give more attention to the following areas: professional services, management and public administration, economic and trade, science, technology and ICT management, industrial/technical training, finance, diplomacy, health services, humanitarian, academic/education, and social development. Such a strategy will also enable Malaysia to better respond to emerging commercial opportunities and to find solutions for its own development challenges while building synergies across activities.

INFORMATION BASES

Malaysia, in general, has a wide variety of information databases containing relevant resource centers (both public and private sectors) developed by (i) agencies in the respective line ministries (sector-specific) and (ii) international partners.

With the support of IsDB, Malaysia has developed a “Mapping of Malaysia’s Resource Centers”, comprising competent institutions with proven and transferable knowledge and expertise as well as experience in international collaborations and partnerships. This database, finalized in June 2020, contains 64 resource centers, both from the public and private sectors, covering 19 economic sectors of Malaysia. Some of these resource centers include, among others, SME Corp Malaysia (SME development), Institute for Medical Research Malaysia (healthcare and pharmaceutical), and Serba Dinamik Holdings Berhad (oil and gas-related services).

CONNECTED ACTORS

Numerous stakeholders from the line ministries have been involved in the SSTRC initiatives. These activities are either organized through the MTCP or done directly by these agencies.

Some examples of these agencies that have offered their training facilities or programs to recipient countries include, among others, the National Institute of Public Administration, Institute of Diplomacy and Foreign Relations, Maritime Institute of Malaysia, Academy of Science Malaysia, Department of Standards Malaysia, National Institute of Public Administration, Health Management Institute, Institute of Diplomacy and Foreign Relations and International Institute of Public Policy and Management and the Centre for Instructor Advanced Skills Training,

NATIONAL BODY

The MTCP was initiated at the First Commonwealth Heads of Government Meeting in Sydney in February 1978 as Malaysia’s commitment to SSTRC through the sharing of Malaysia’s development experiences and expertise with other developing countries.

The objectives of the MTCP are:

- To share experience with other developing countries;
- To strengthen bilateral ties with developing countries;
- To encourage and promote South-South Cooperation; and

- To encourage and promote technical cooperation within developing countries.

The MTCP is premised on the principle that the development of a country depends on the quality of its human capital and resources. The MTCP emphasizes human resources development mainly through training, short-term courses in public and private Malaysian training institutions, and long-term courses in Malaysian public universities. Other forms of assistance include study visits, practical attachments, and provision of services of experts.

Annually, the MTCP collaborates with its leading training institutions to conduct capacity-building programs in various key areas of development. Since its inception in 1980, more than 34,000 participants from the 144 countries have benefited from the various programs offered under the MTCP.

FINANCING MECHANISM

Four funding modalities were employed by the MTCP for SSTRC:

- Full funding by Malaysia where targeted programs were largely implemented using allocation under the five-year development budget (i.e., Malaysia Plan);
- Cost-sharing between Malaysia and the participating country or third parties where the recipient developing country or third parties shared the cost of training. This funding arrangement usually applied to requests for assistance from the participating countries which were not originally included in the program;
- Full funding by the participating country; and
- Full funding by third parties, e.g., donor countries and multilateral organizations. Here, third-party cooperation is not a direct activity of the MTCP.

PERFORMANCE MANAGEMENT

Generally, the MTCP through the Ministry of Foreign Affairs should have put in place an internal mechanism to conduct a performance review of the tasks and activities undertaken. However, not much information is available on its details.



The African market is becoming a more and more strategic niche for domestic Moroccan exporting firms.



MOROCCO

Preliminary assessment of the national ecosystem for SSTRC

POLITICAL WILL

The Kingdom of Morocco has been engaged in technical cooperation ever since it created the Moroccan Agency of International Cooperation (AMCI) in 1986. SSTRC in Morocco is of vital importance and is a vital force for its international positioning, particularly in Sub-Saharan Africa (e.g., Cote d'Ivoire, Ethiopia, Guinea, Madagascar, Nigeria, Rwanda, Senegal, Tanzania, etc.). At the same time, African countries are seeking support from Morocco in developing SSTRC strategies.

Morocco's experience and efforts in the development of an enabling environment for SSTRC are an excellent illustration of how political will is playing a key role in a country's engagement with SSTRC. For Morocco, SSTRC is a "vehicle for the sustainable emergence of Africa,"¹¹ and the Moroccan Constitution in its preamble even recognizes the reinforcement of SSTRC as a primary objective. Morocco's commitment to SSTRC has been further strengthened by the King himself, who identified South-South Cooperation as the main pillar of Moroccan foreign policy.

¹¹ Hamza Guessous, "AMCI: Morocco Makes South-South Cooperation a Vehicle for Sustainable Emergence of Africa," Morocco World News, December 5, 2018. Available from www.morocroworldnews.com/2018/12/259558/amci-morocco-south-south-africa/.

NATIONAL STRATEGY

The strategic vision of Morocco has attached increasing importance to cooperation with African countries by strengthening ties as well as expanding and diversifying trade and investment with the African region. To this end, the Government of Morocco increasingly uses private sector/state-owned companies to strengthen trade and increase investment flows between Morocco and the African continent. Given the increased competition in the Northern Market and the recession in the European region,. As a provider of expertise, Morocco has a comparative advantage in various sectors, such as water management, renewable energy, maternal health, and green agriculture.

With respect to Morocco as a recipient of expertise, the development of SMEs, alternative financing or agribusiness would be among the areas that Morocco could benefit from through the SSTRC approach.

However, Morocco needs a broader oversight strategy that focuses specifically on SSTRC in all its regions and sectors of operation, aiming at building synergies, ensuring coherence and, ideally, helping document Morocco's contribution to the SDGs through its SSTRC activities. Morocco can benefit from such a specific SSTRC strategy. The AMCI could lead the process of consultation and drafting of such a strategy, which would gather inputs from domestic SSTRC actors. With such an SSTRC strategy, the Government of Morocco would respond better to emerging opportunities and find solutions to its own development challenges, while building synergies across activities. Without a national strategy, Morocco's SSTRC activities could lose some opportunities.

INFORMATION BASES

With the support of IsDB, Morocco, through the AMCI, has developed a “Mapping of Morocco’s Resource Centers”, comprising competent institutions with proven and transferable knowledge and expertise as well as experience in international collaborations and partnerships. This database, launched in April 2019, contains 35 resource centers, both from the public and private sectors, covering 8 economic themes. Some of these resource centers, such as the National Office of Electricity and Drinking Water, the National Reproductive Health Center and the Moroccan Agency for Solar Energy, have partnered with IsDB under Reverse Linkage to share their know-how and expertise through the SSTRC approach. Part of these centers were also identified under the first generation of the MCPS with Morocco.

The Government of Morocco considers consolidating and expanding these information databases into one dynamic database platform with the required information related to SSTRC interventions. Consolidating these information bases and enabling Morocco’s stakeholders to provide timely data on their SSTRC activities are crucial for profiling Morocco’s SSTRC interventions. It would also help the country identify ways and means for expanding SSTRC interventions by sector, recipient country, provider country, etc.

CONNECTED ACTORS

Various stakeholders in Morocco have been delivering SSTRC interventions. In some cases, these interventions are coordinated and/or facilitated by the AMCI, but in others they are not interconnected and not coordinated with any national SSTRC institution and remain scattered among the line ministries and technical sector institutions. Therefore, some interventions would not be captured correctly country-wise.

Morocco could strengthen the connected actors through an agile network able to go beyond information sharing and be able to agree on clear priorities, budget allocation and outputs to ensure a coherent whole of government approach, more visibility and international recognition of Morocco’s contribution in support of sustainable development. The network would ensure that Morocco’s SSTRC actors retain their flexibility and autonomy in implementation.

NATIONAL BODY

The AMCI is the national body responsible for coordinating SSTRC interventions and promoting Moroccan SSTRC activities, especially the outflow of SSTRC. The

AMCI works in close collaboration with the Ministry of Foreign Affairs and International Cooperation. It has close partnerships with various Moroccan governmental, financial, educational, and private institutions to carry out SSTRC activities. The AMCI also has an extensive network of partners at international, regional, and bilateral levels. It 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 AMCI needs to further develop an information-sharing network, expand its institutional mandate, and strengthen its coordination role. It could also lead the process of consultation and drafting of the national SSTRC strategy by gathering inputs from domestic SSTRC actors and developing SSTRC reporting internationally. In doing so, the AMCI would improve the visibility of Morocco’s SSTRC and increase country positioning, given that many internal actors do not or do only partially coordinate their activities with the AMCI.

FINANCING MECHANISM

Morocco capitalizes on SSTRC interventions to position the country regionally and internationally. Subsequently, to meet such an ambitious target, Morocco would start designing a fundraising strategy and financing mechanism to match ambitions with budgetary resources. In this framework, the AMCI is developing new partnerships with local civil society and the private sector in addition to public partners. These could enlarge the range of solutions that Morocco offers to partner countries while generating new financing for development. Nevertheless, the AMCI needs to monitor closely these partnerships, as their objectives may differ from those of public stakeholders

PERFORMANCE MANAGEMENT

Morocco, through the AMCI, is currently adapting to engage with the various partners by developing the network of SSTRC partners. For example, in terms of reporting or performance monitoring, the network could lead to synergies with and learning from these partners, provided that the right processes are established (e.g., on monitoring and evaluation).

These will help the country enhance its monitoring and evaluation function to learn from SSTRC activities and communicate on lessons learned and good practices. Such an approach will help the country mobilize additional financial resources from third partners to finance SSTRC interventions and to further position the country internationally and increase its visibility.

1978

saw Nigeria establish the Directorate of Technical Aid Corps (DTAC).



NIGERIA

Preliminary assessment of the national ecosystem for SSTrC

POLITICAL WILL

In any southern country, the political will at the highest levels of government is vital for including SSC in the national development strategy, mainstreaming it into the national interventions, and issuing relevant legislative and regulatory instruments.

In this regard, Nigeria responded to the Buenos Aires Declaration on South-South Cooperation in the late 1970s by establishing in 1978 the Directorate of Technical Aid Corps (DTAC) as an alternative to direct financial aid given to African, Caribbean, and Pacific countries. Over approximately four decades, the Government of Nigeria has demonstrated its political will for SSC by maintaining the DTAC and providing it with various resources, participating in major regional and international SSC events, and taking part recently in IsDB's 3-2-C program for enhancing synergy among the technical cooperation agencies of IsDB member countries.

In the same context, Nigeria's Ministry of Foreign Affairs decided in February 2020 to cooperate with IsDB and the Organization of Economic Cooperation and Development (OECD) in assessing the effectiveness of the current national ecosystem for SSC.

NATIONAL STRATEGY

With respect to Nigeria as a provider of knowledge, one can observe the following implicit strategic orientations from the mandate of the DTAC and the actual SSC practices:

- Overall objectives of SSC: promoting cooperation and mutual understanding between Nigeria and recipient countries, establishing a presence in countries where Nigeria has no diplomatic mission, and promoting lasting peace and social justice among the countries of Global South.
- Targeted countries: African, Caribbean, and Pacific countries.
- Areas of Nigeria's comparative advantages: the health sector, education, agriculture and agronomy, civil and electrical engineering, and handicrafts.

With respect to Nigeria as a recipient of knowledge, there is no evidence that the country follows specific orientations. One can assume that sourcing expertise and knowledge from other southern countries is considered on a case-by-case basis.

INFORMATION BASES

The DTAC maintains and draws from the large roster of Nigerian professionals to provide volunteers to beneficiary countries. In March 2020, the DTAC also started a collaborative project with IsDB for "Mapping Nigeria's Resource Centers," meaning the Nigerian competent institutions that have accumulated transferable expertise. Furthermore, the OECD receives from Nigeria – on a voluntary basis – information about its development cooperation activities.

Consolidating these information bases and enabling Nigerian stakeholders to provide timely data on their SSC activities are crucial for profiling Nigeria's SSC interventions and identifying ways and means for expanding them by sector, recipient country, providing country, etc.

CONNECTED ACTORS

In Nigeria, the DTAC is the principal actor of SSC. Other actors include the Nigeria Export Promotion Council, the Ministry of Foreign Affairs' Directorate of Technical Cooperation in Africa, and the Nigerian Technical Cooperation Fund (NTCF). In this regard, the SSC-related performance can be improved by harmonizing the programs/projects of the various actors according to a national strategy and designating focal units within the line ministers to initiate and implement SSC projects.

Due to the federal system in Nigeria, SSC interventions may take place at the national or state level. For example, IsDB has facilitated cooperation between the Malaysian Agriculture Research and Development Institute and the Kano State in Nigeria to improve rice production system in Nigeria.

2004

saw Nigeria establish the NTCF, a US\$ 25 million fund co-managed by the DTAC and the African Development Bank.



NATIONAL BODY

Nigeria established the DTAC as early as 1978 to act as the main national body for coordinating the country's SSC. The DTAC works under the authority of the Ministry of Foreign Affairs, which makes it well aligned with the country's foreign policy but creates some constraints to dealing directly with other Nigerian institutions.

The DTAC has been focusing on Nigeria's role as a provider of knowledge, mainly through its volunteer program. Since its inception, the program has deployed approximately 6,000 volunteers (i.e., trained professionals) to undertake up to 24-month assignments in 36 countries and was operational in 14 countries in 2018.

There is no evidence that the DTAC is embarking on end-to-end problem-solving interventions in other southern countries, meaning interventions that include the provision of human experience, purchasing of equipment, and undertaking civil work for solving certain problems. Furthermore, it is not clear whether the DTAC is also mandated to administrate SSC projects whereby Nigeria is the recipient of knowledge. To this effect, it is worth noting that Nigeria, until the end of 2019, did not have any Reverse Linkage project with IsDB, either as a providing or a recipient country.

FINANCING MECHANISM

The funding of Nigeria's SSC projects is mainly done through the DTAC annual budget. In 2004, the country established the NTCF, a US\$ 25 million fund co-managed by the Directorate for Technical Cooperation in Africa and the African Development Bank, as a grant facility for development projects/programs to support the socio-economic and technological development of African countries and promote regional cooperation and economic integration in Africa. During its ten years of operation, the NTCF has financed approximately 70 projects, but it is not clear how many were bilateral projects.

PERFORMANCE MANAGEMENT

For the DTAC's volunteer program (which is the country's main SSC mechanism), its website provides clear criteria for selecting the experts, which is important for ensuring quality at entry. The website and some publications provide aggregated data about the achievements of this scheme, which indicates that the DTAC has its monitoring process. However, having frequent public reports on Nigeria's SSC would help to generate visibility for the country and identify areas for improvement.



1995

saw Senegal establish the DCT as the national focal point for technical cooperation for development.

SENEGAL

Preliminary assessment of the national ecosystem for SSTRc

POLITICAL WILL

Senegal established in 1995 the Technical Cooperation Directorate—Direction de la Coopération Technique “DCT”, under the authority of the General Secretariat of the Presidency of the Republic, as the national focal point for technical cooperation for development. Over approximately four decades, the Government of Senegal has demonstrated its political will for SSTRc by maintaining the DCT and providing it with various resources, participating in major regional and international SSTRc events, and taking part recently in IsDB’s 3-2-C initiative for enhancing synergy among the technical cooperation agencies of IsDB member countries.

Senegal is a country with a long tradition of South-South Cooperation favored in the past by its capital status of the “l’Afrique Occidentale Française” and its geographical position. It was thus able to develop important good practices in terms of technical cooperation.

NATIONAL STRATEGY

With respect to Senegal as a provider of knowledge, one can observe the following implicit strategic orientations from the mandate of the DCT and the actual SSTRc practices:

- The Ministry of Foreign Affairs and Senegalese Abroad is responsible for the development, application and coordination of the state’s foreign policy (technical, economic, financial, and cultural cooperation).
- The DCT is the national focal point for technical cooperation with developing countries. It manages cooperation, dispatches experts and international volunteers, and acts as a medium between the central administration, responsible for beneficiary services, and its international partners in technical cooperation.
- Senegal, with the support of UNDP, has formulated the Cooperation Orientation Document in October 1993, which has never been updated.

INFORMATION BASES

The DCT maintains and draws from the large roster of Senegalese professionals inside and outside the country to provide volunteers to beneficiary countries (<https://senexpertise.sn/centre-excellence/>). In December 2019, during the fourth 3-2-C dialogue meeting, the DCT requested a collaborative project with IsDB for “Mapping Senegal’s Resource Centers,” i.e., Senegal’s competent institutions that have accumulated transferable expertise.

Consolidating these information bases and enabling Senegalese stakeholders to provide timely data on their SSTRc activities are crucial for profiling Senegalese’s SSTRc interventions and identifying ways and means for expanding them by sector, recipient country, providing country, etc.

CONNECTED ACTORS

In Senegal, the DCT is the main actor in SSTRc. Other actors include the Ministry of Foreign Affairs and Senegalese Abroad, the Ministry of Economy, Planning and Cooperation, and the Senegalese Export Promotion Agency. In this regard, the SSTRc-related performance can be improved by harmonizing the programs/projects of the various actors according to a national strategy and designating focal units within the line ministers for initiating and implementing SSTRc projects.

NATIONAL BODY

The DCT has a long-standing experience and important stocktaking in technical cooperation, during 24 years of existence, with a focus on the following missions/functions:

- National focal point for technical cooperation: it manages technical assistants, experts and volunteers and acts as an interface between the central administration, the beneficiary services and its international cooperation partners;
- Management of scholarships and internship offers;
- Optimization of Senegal centers of excellence and expertise for promoting technical cooperation (www.senexpertise.gouv.sn);
- Membership in many commissions and forums of consultation, guidance and coordination, related to technical cooperation.

The Technical Cooperation Directorate–Direction de la Coopération Technique (DCT) has **24 years** experience in stocktaking and technical cooperation.

The DCT has been focusing on Senegal’s role as a provider and recipient of knowledge, mainly through its volunteering program. It is also mobilizing Senegalese experts and technical assistants to support Comoros, Cote d’Ivoire, Djibouti, Gabon, Guinea and Seychelles, in collaboration with the “International Organization of the Francophonie” (OIF), etc.

FINANCING MECHANISM

The funding of Senegal’s SSTRc projects is mainly done through international cooperation (multilateral and bilateral). In this regard, the DCT is managing many projects/programs to support the socio-economic and technological development of African countries and promote regional cooperation and economic integration in Africa in collaboration with the Japanese Intranational Cooperation Agency and the West African Health Organization and the OIF.

PERFORMANCE MANAGEMENT

Regarding the DCT’s volunteering program (which is the country’s main SSTRc mechanism), its website provides clear information on the section criteria of experts, which is important for ensuring quality at entry. The website and some publications provide aggregated data about the achievement of this scheme, which indicates that the DCT has its own monitoring process. However, having frequent public reports on Senegal’s SSTRc would help to generate visibility for the country and identify areas for improvement.



1992

saw Turkey establish the Turkish Cooperation and Coordination Agency (TIKA).

TURKEY

Preliminary assessment of the national ecosystem for SSTRc

POLITICAL WILL

According to the Turkish Ministry of Foreign Affairs, Turkey officially began its development cooperation efforts in June 1985, when a comprehensive capacity development package was developed for Guinea, Guinea Bissau, Mauritania, Senegal, Somalia and The Gambia. With the break-up of the Soviet Union in the 1980s and the establishment of new republics in the Caucasus and Central Asia regions, Turkey ramped up its development cooperation by establishing the Turkish Cooperation and Coordination Agency (TIKA) in 1992. TIKA was given the responsibility of implementing Turkey's development cooperation policy and coordinating with national actors the formulation and implementation of technical cooperation activities in other countries. TIKA has steadily increased its operations in all regions across the globe since 1992. It has a vast network of 62 offices in 60 countries which enable Turkey to understand the needs of partner countries through direct coordination and feedback from the field.

From IsDB's perspective and experience, Turkey has been an important actor in SSTRc, particularly since the formulation of the MCPS with Turkey in 2010. Having achieved notable economic development in the preceding decade, the country was able to accumulate valuable expertise in a wide range of economic sectors. During the MCPS formulation, the Government of Turkey indicated its desire to share what it can with

other member countries of the IsDB. These discussions with Turkey led to the conceptualization of the Reverse Linkage mechanism, which has become one of IsDB's common tools for promoting enhanced technical cooperation among its member countries. Many interventions involving Turkey as a provider have since been developed and are under implementation, notably with the active involvement of TIKA as the representative of the Government.

These points provide ample evidence that Turkey has a strong pillar of "political will" in relation to the existing national ecosystem for SSTRc.

NATIONAL STRATEGY

As the government's main arm for implementing development cooperation interventions abroad, TIKA has a four-year Strategic Plan 2019-2023 which defines TIKA's vision as follows: "Being an efficient organization that can provide rapid and permanent solutions for problems of regional and global scale in line with justice and equality by using tools and methods of all kinds in all fields of development cooperation".

Furthermore, the document also highlights TIKA's mission statement as follows: "Carrying out sustainable projects and activities that will support economic, social and humanitarian development processes and help

TABLE 3: AIMS AND OBJECTIVES OF TIKA'S STRATEGIC PLAN 2019-2023

AIM 1: IMPLEMENTING TURKEY'S INTERNATIONAL DEVELOPMENT COOPERATION ACTIVITIES IN THE MOST EFFECTIVE WAY
OBJECTIVE 1.1 Improving Development Cooperation in Central Asia and the Caucasia
OBJECTIVE 1.2 Improving Development Cooperation in the Balkans and Eastern Europe
OBJECTIVE 1.3 Improving Development Cooperation in the Middle East and Africa
OBJECTIVE 1.4 Improving Development Cooperation in East and South Asia, Pacific and Latin America
OBJECTIVE 1.5 Improving Development Cooperation through External Relations and Partnerships
AIM 1: IMPROVING INSTITUTIONAL CAPACITY
OBJECTIVE 2.1 Improving Human, Physical and Administrative Infrastructure

to carry common history and cultural heritage into the future in coordination with respective organizations of countries where we pursue activities in line with our country's international cooperation activities and development aid".

The Strategic Plan covers additional information on TIKA's aims and objectives. Table 1 below provides a list of the aims and objectives of the organization, both in terms of strengthening Turkey's development cooperation in various regions, as well as strengthening the institutional capacity of TIKA to deliver on its mission more effectively.

The country offices of TIKA spread out across five continents are the main implementation arms to realize Turkey's strategic plans in relation to development cooperation. The decentralized implementation model of TIKA has also been experienced by IsDB in jointly developing and undertaking technical cooperation and Reverse Linkage interventions in several recipient countries, including, among others, Bangladesh, Pakistan, Uganda and The Gambia.

It is important to note that the Strategic Plan only covers TIKA's role as provider. The document does not cover what Turkey could gain from the experiences and expertise of other countries through SSTRC in particular, and development cooperation in general.

NATIONAL BODY

TIKA is the principal institution that implements the development cooperation agenda of Turkey in other countries. It is currently placed under the authority to the Ministry of Culture and Tourism, after a recent restructuring of the government following the transition to the Presidential system. As outlined in the latest Annual Report of TIKA published in 2019, TIKA's mandate, duties and responsibilities are described as follows:

- Developing, based on projects and activities, mutual

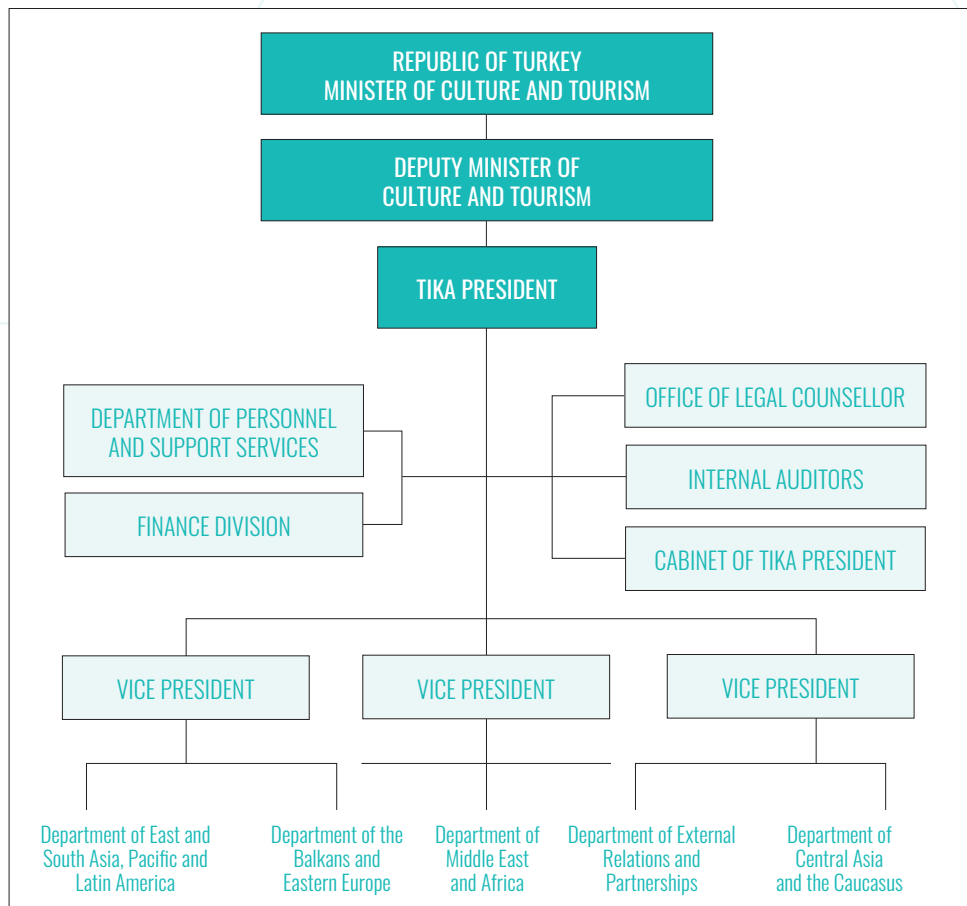
relationships with countries and communities aimed to have cooperation in fields of economic, commercial, technical, social, cultural and education in a way that will also contribute to mutual development; preparing and having prepared appropriate cooperation programs and projects that are aligned with those countries'and communities'objectives and needs; providing arrangements and follow-up needed for this purpose and ensuring coordination in the implementation of the foregoing;

- Preparing economic infrastructure tools and support programs that will be needed by countries and nations aimed to have cooperation within their economic development processes; contributing to various fields including but not limited to economic growth, preparation and development of investment environment, mitigating unemployment and poverty, increasing the education level, good management practices, women's and families' roles in community life and economic development, transfer of information technologies, management of the environment and natural resources, energy, infrastructure, sustainable development;
- Ensuring coordination of humanitarian aid and technical support to foreign countries and communities when necessary;
- Carrying out programs, projects and activities and providing expert support when necessary in cooperation with public organizations, universities, non-governmental organizations, and private-sector corporations of Turkey and those of beneficiary countries.

As of the end of 2019, TIKA had 62 offices in 60 countries, many of which are in IsDB member countries. The countries where TIKA has offices include Afghanistan, Albania, Algeria, Azerbaijan, Bangladesh, Bosnia, Cameroon, Chad, Columbia, Comoros, Croatia, Djibouti, Egypt, Ethiopia, The Gambia, Guinea, Georgia, Hungary, Iraq, Jordan, Kazakhstan, Kenya, Kyrgyz Republic, Kosovo, Lebanon, Libya, Montenegro, Madagascar, Mali,



FIGURE 3: TIKA'S ORGANIZATIONAL STRUCTURE



Mexico, Mongolia, Moldova, Mozambique, Myanmar, Namibia, Niger, Nigeria, Palestine, Pakistan, Philippines, Romania, Senegal, Serbia, Somalia, South Africa, South Sudan, Sudan, Syria [currently inactive due to the ongoing conflict], Tajikistan, Tanzania, Tunisia, Turkmenistan, Uganda, Ukraine, Uzbekistan, and Yemen.

INFORMATION BASES

The Strategic Plan and the various annual reports of TIKA point out to the existence of the pieces of a comprehensive SSTRc information base, albeit in a disintegrated manner. For instance, TIKA, as per its mandate, does collect and analyze data and information on Turkey's development cooperation; its Strategic Plan includes specific performance indicators that are derived from the country's national development plan, and it has direct access to information on all actors in the country (private sector, civil society organizations, academic and research institutions, and public sector institutions) that can provide expertise and resources for development cooperation interventions abroad. However, there is no specific mention of a comprehensive internal database and the associated IT structure that includes the various elements of the SSTRc information base outlined above. This notwithstanding, all the solutions and interventions that TIKA undertakes are fully covered in its annual reports which are regularly published on its website.

In addition to these details, it is important to highlight that TIKA and IsDB—in cooperation with the UN Office for South-South Cooperation and the Statistical, Economic and Social Research and Training Centre of Islamic Countries—collaborated to produce a mapping study to identify the resource centers in sectors where Turkey has developed significant expertise that it can share with other countries.

The report on "Turkey's Resource Centers" was published in 2016 with the profiles of 27 resource centers in (i) agriculture, livestock, and food security; (ii) health and nutrition; (iii) technical and vocational education and training; (iv) transport and communications; and (v) disaster risk management. These profiles were also published on an e-platform of IsDB.

TIKA

plays the role of the coordinator and connector of national actors in development cooperation interventions.

CONNECTED ACTORS


TIKA, as per its mandate and design, already plays the role of the coordinator and connector of national actors in development cooperation interventions. At a higher level, the Ministry of Foreign Affairs sets the strategic direction of the country in terms of foreign affairs and TIKA, through its headquarters and country offices, fulfils part of these responsibilities as per its mandate related to development cooperation and humanitarian aid. However, it is not fully substantiated whether all national stakeholders in Turkey are aware of the potential of SSTRc as a means to share their expertise with other potential partners abroad as well as the potential of SSTRc as a means to obtain know-how, expertise, technology, and resources to fulfil their own capacity development needs. There are no known national platforms among these stakeholders to connect them regularly to identify such opportunities.

FINANCING MECHANISM

The Government of Turkey makes an annual budget allocation to TIKA which then carries out development cooperation activities through its country offices. TIKA's regulations do not allow it to provide direct funds to interventions. Instead, TIKA country offices identify the needs of each project and then procure the services and equipment directly through their internal mechanisms. Every year, TIKA must provide reports to the Government of Turkey on how the budget has been utilized.

PERFORMANCE MANAGEMENT

It is observed that Turkey, through TIKA, has the necessary performance management system that monitors the agency's development cooperation activities and interventions and assesses their progress and the extent to which they are meeting the overall development cooperation objective and foreign policy aims of the country. Beyond TIKA, the Government, through the Parliament, also has the monitoring mechanisms in place to monitor performance and progress independently.



CHAPTER 3:
ANALYSIS

I. OVERALL ASSESSMENT OF THE SSTRc ECOSYSTEM

This section aims to understand if a full-fledged SSTRc ecosystem exists in the countries under the study. Based on the preliminary analysis of the national ecosystems in the 7 selected countries, it turns out that none of the countries have an existing full fledged SSTRc ecosystems.

The non-existence of an SSTRc ecosystem does not hinder a country's efforts in engaging in development cooperation activities. Among the countries under the study, few of them have considerable contributions to South-South Cooperation.

However, a full-fledged SSTRc ecosystem helps the country to unleash its full potential and to position itself as a key player in the development cooperation.

II. ASSESSMENT BY PILLAR

Besides the overall analysis of the existence of a full-fledged national ecosystem for SSTRc, this section will try to identify the available pillars across the countries. These pillars can be further developed and scaled-up to allow the countries to participate and engage actively in SSTRc. It will also highlight the pillars that need improvement and attention to complement the role played by the country in development cooperation.

Table 4 below provides information about each SSTRc ecosystem pillar in the seven countries. Based on the preliminary assessment provided in the previous chapter, the table uses colors to differentiate between available pillars and those that need improvement. The green color means the pillar is available while the orange color means the pillar needs improvement.

TABLE 4: STATUS OF SSTRc ECOSYSTEM PILLARS

National Ecosystem Pillar	GUINEA	INDONESIA	MALAYSIA	MOROCCO	NIGERIA	SENEGAL	TURKEY
Political will	Available	Available	Available	Available	Available	Available	Available
National Strategy	Needs improvement	Needs improvement	Needs improvement	Needs improvement	Needs improvement	Needs improvement	Needs improvement
Information bases	Needs improvement	Available	Needs improvement	Needs improvement	Needs improvement	Needs improvement	Needs improvement
Connected actors	Needs improvement	Available	Needs improvement	Needs improvement	Needs improvement	Needs improvement	Needs improvement
National body	Available	Needs improvement	Needs improvement	Available	Needs improvement	Available	Available
Financing mechanism	Available	Needs improvement	Available	Needs improvement	Needs improvement	Needs improvement	Available
Performance management	Needs improvement	Needs improvement	Needs improvement	Needs improvement	Needs improvement	Needs improvement	Available

KEY

Available	Available
Needs improvement	Needs improvement

A full-fledged SSTRc ecosystem helps the country to unleash its full potential and to position itself as a key player in the development cooperation.



● Political will

The assessment of the national ecosystems in the selected countries shows that all of them recognize the importance of SSTRC. This is manifested in the strong support from the highest authorities in the country through different actions to influence and positively shape the landscape of SSTRC by engaging in regional and international platforms of cooperation and collaboration.

These actions consist in the establishment of a national agency for supporting regional and international cooperation, the introduction of policies and strategies to support SSTRC efforts in the country, etc.

The availability of strong political will is very important to position the country regionally and globally as a key actor in SSTRC. However, it requires the support of other actors in the field to translate the vision of the leadership into tangible actions on the ground.

● National Strategy

The SSTRC strategy is an important document that needs to be in place to enable the country to benefit from cooperation for achieving its development aspirations.

The analysis of the selected countries shows that despite their awareness of the importance of SSTRC, they do not have an explicit SSTRC strategy to guide regional and international cooperation. This, in some instances, hinders unlocking the full potential of the country and impedes it from benefiting from cooperation in general.

● Information bases

The availability of data and information on SSTRC is very crucial to measure the country's interventions, monitor progress, and provide information on the country's resources, know-how and expertise, etc.

The analysis reveals that SSTRC information bases are not widely developed in the selected countries. Indonesia is slightly advanced in this area as the government has a variety of information databases containing relevant resource centers that have been developed with various international partners. This information is often specific to the requirements of international partners interested in sharing Indonesian knowledge and expertise to other countries.

Based on the literature, the issue of information bases is very political and sensitive. Many countries do not quantify their SSTRC involvements due to some political ramifications and also to the issues of monitoring, ranking, etc. (UNCTAD, 2019).

● Connected actors

The connected actors are the key players involved in SSTRC initiatives. They can be government policymakers, national implementing and coordination agencies, local governments, civil society organizations, private sector, universities, and other stakeholders. These actors should have the required capacity to facilitate and/or undertake SSTRC initiatives and should be connected through relevant national platforms to coordinate their activities in an effective and sustainable manner.

Most of the assessed countries do not have connected actors who coordinate for the implementation of SSTRC initiatives. The analysis also shows that these actors need support, either through a clear SSTRC strategy that can guide their interventions or a unique body that orchestrates their interactions to reach the full SSTRC potential of the country.

● National body

The SSTRC body or agency is a very important element of the SSTRC national ecosystem in any country. It allows to coordinate and orchestrate the country's SSTRC activities. It can perform a dual role for the country as a provider and a recipient. Hence, the SSTRC body may work on both the supply and/or demand of developmental solutions from within the country and the South, respectively.

Almost all the assessed countries have some form of a national body to coordinate SSTRC interventions and bring together the different actors involved in SSTRC. Nevertheless, not all the existing national bodies have the mandate to act as a full-fledged SSTRC agency in charge of all SSTRC interventions.

● Financing mechanism

One of the important elements for carrying out SSTRC initiative is the availability of a clear financing mechanism through the allocation of annual financial resources. The government needs to provide sufficient funding for SSTRC activities.

The assessment indicates that all the seven countries do not a dedicated financing mechanism. Therefore, the countries need to set up a financing mechanism to provide more support and resources to SSTRC activities.

● Performance management

In order to improve SSTRC interventions, a thorough assessment of their effectiveness needs to take place to measure their impact, their contribution to development outcomes, the quality of assistance and the added value of this type of contribution to developing countries.

Based on the analysis, almost all the countries, with few exceptions do not have a clear performance management system to learn from past experiences and leverage this learning to improve the efficiency and effectiveness of interventions and, therefore, increase the benefits of SSTRC for all stakeholders.

The assessment undertaken by IsDB provides information about the SSTRC ecosystems in the selected member countries; however, it is not sufficient to understand the dynamics and the key players of SSTRC in the selected countries. In order to come up with concrete interventions aimed at building SSTRC national ecosystems in the member countries, IsDB needs to undertake a full-fledged country-specific assessment of the existing SSTRC national ecosystems using the Assessment Framework for National Ecosystems for SSTRC that it launched in 2020. This assessment would reveal a country's capacity-building requirements, in response of which a tailored capacity development intervention will be designed and implemented.


III. CONCLUSION

The concept of national ecosystems for SSTRC is relatively new since it was introduced by IsDB in 2019. Since then, member countries are working to build/develop their institutional arrangements for SSTRC to actively engage and participate in development cooperation.

Therefore, it is expected to have at least one or more pillars of the SSTRC ecosystem that need improvement and development in order to have a full-fledged ecosystem.

In light of the above, SSTRC ecosystems are subject to continuous change and improvement based on the development cooperation context and effectiveness.

The analysis of the SSTRC ecosystems in the selected countries reveals that, while many have some of the pillars in place, none of them have a full-fledged national ecosystem for SSTRC. The number of pillars available in each country varies from one country to another due to several reasons, such as different national circumstances and varying internal and external constraints.



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.

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