

Leveraging South-South and Triangular Cooperation to Achieve Results

Proceedings of the IFAD Roundtable Discussion

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Executive summary

On 7 July 2015, IFAD's Strategy and Knowledge Department convened a roundtable discussion entitled "Leveraging South-South and Triangular Cooperation to Achieve Results". The event benefited from contributions made by more than 50 participants, including both IFAD stakeholders (management, staff and Member State representatives) and participants representing IFAD grantees, sister institutions and partners, including: the African Development Bank, CIRAD, Embrapa, the Food and Agriculture Organization of the United Nations, the International Poverty Reduction Center in China, PROCASUR, the United Nations Office for South-South Cooperation, the World Bank Group and the World Food Programme.

The roundtable focused on four areas of discussion: (i) the evolving context – the 'utility', demand, supply, risks and opportunities – associated with delivering South-South and Triangular Cooperation (SSTC) activities; (ii) incorporating technical assistance exchanges, study tours, learning routes and similar activities into countries' development strategies; (iii) using grant mechanisms to facilitate the transfer of development solutions through SSTC; (iv) developing knowledge hubs and other models.

A number of observations, experiences and good practices were shared over the course of the day, and much of the richness of the discussion has been recorded in the following pages of this report. The most salient messages are presented in the Conclusions section and are summarized briefly below.

Demand for South-South and Triangular Cooperation activities. Roundtable participants strongly affirmed the value of SSTC activities as mechanisms for identifying, delivering and implementing solutions to common development challenges. The complementary role of SSTC activities was also highlighted.

IFAD's approach. To respond effectively to the demand, going forward IFAD should be mindful of several considerations. First, the Fund should seek to leverage its institutional comparative advantages and respond to the needs of its particular set of clients and beneficiaries by pursuing SSTC activities at multiple levels of engagement (project level, research level and policy level). Second, future efforts in promoting SSTC would benefit from making use of the full range of financing modalities and resource mobilization tools the Fund has its disposal, such as through the provision (and blending) of loans and grants and through supplementary financing, specialized trust funds and other arrangements. Third, South-South Cooperation is "knowledge management beyond borders". Devising a simple and efficient mechanism for documenting and disseminating knowledge and experiences should be a key component of IFAD's efforts in this area. Fourth, IFAD's approach could benefit from including instruments or techniques for recording the 'before and after' of changes that South-South and Triangular Cooperation

activities are delivering when deployed. In this regard, more can be done to learn from others' experiences and further expand IFAD's capacity to manage its knowledge and learning.

Global platform. As participants broadly confirmed, what is largely missing from current SSTC efforts is an 'eBay of knowledge' – a global platform which could make know-how and other resources available to all demanders in an easily accessible manner with little direct intermediation. Going forward, IFAD will explore the details of pursuing such an approach, bearing in mind its past experiences in supporting SSTC initiatives and being sure to adhere to the success factors shared during the discussion: to avoid known risks and to 'keep it light', demand-driven, transparent, effective and accessible.

Introduction

The effective implementation of the Post-2015 Development Agenda – and the ultimate aim of achieving absolute targets such as Eradicating Poverty – will require innovation, new partnerships, knowledge-sharing and scaling up of proven approaches. One way IFAD will seek to support this ambitious global initiative will be by deepening its efforts to facilitate the transfer of knowledge, technology and other resources between developing countries (often referred to as South-South and Triangular Cooperation or SSTC).

By expanding the pool of solutions available to – and building on previous successes achieved by – developing countries, IFAD will seek to promote inclusive and sustainable approaches for transforming rural areas.

The notion of South-South Cooperation as a distinct modality within the broader international development landscape is not new; indeed, it has been a fixture of much

of the modern post-war, post-colonial era. What began initially as a rallying call to like-minded countries at the Africa-Asia Conference in 1955 in Bandung, Indonesia, ultimately became a pillar of the Non-Aligned Movement and is now a mainstay of the international political and economic relations of many developing countries. Today, mechanisms to promote and facilitate cooperation between non-OECD countries are diverse, comprising both direct bilateral agreements at the country level and ‘triangular’ arrangements involving third-party institutions – often development organizations – at the regional and global levels.

As a development institution, IFAD has been steadily supporting the transfer and dissemination of southern-based development solutions in the rural sector. As highlighted in several recent publications,¹ IFAD has supported SSTC activities at multiple levels of engagement.

For example:

- **At the policy level**, IFAD was an initial investor in Mercosur’s REAF (the Specialized Meeting on Family Farming) in Latin America, a platform which facilitates the discussion and exchange of public policy approaches at national and regional levels. South-South agreements signed during REAF have supported the transfer of agricultural know-how and technology, as well as finance, to allow countries in the Southern Cone region to support smallholder farming.
- **At the regional and interregional level**, the Fund has supported several initiatives for making proven agricultural techniques and other solutions available for adoption and adaptation in developing countries – such as the creation of the Agricultural Innovation Marketplace in Latin America and Africa in partnership with Embrapa and other institutions, and the development of East-East ‘corridors’

1. *South-South and Triangular Cooperation: Changing Lives Through Partnership and Learning from Each Other: South-South and Triangular Cooperation in East and Southern Africa*. IFAD, 2014.

Hoonae Kim
IFAD



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of technical exchange between and among Eastern European and Middle Eastern countries in the areas of biotechnology, water management and producers' groups.

- **At the project level**, IFAD has facilitated numerous peer-to-peer exchanges between project beneficiaries in different countries and regions. In addition to investing in PROCASUR's well-known 'Learning Routes' methodology – an approach designed specifically to facilitate peer-to-peer learning – IFAD has financed technical exchanges in a number of areas for the adoption of micro-irrigation technologies and the uptake of the System of Rice Intensification (SRI) approach to promoting oasis cultivation techniques and income diversification practices in the Sahara region.

Informed by this growing track-record of activities, IFAD has become increasingly interested in considering how best to deepen its engagement in SSTC in the future. Indeed, for the IFAD10 period, the Fund committed to ensuring that "50 per cent of all COSOPs [...] include an approach for SSTC" – an ambitious target that will best be achieved through close coordination between programme management and knowledge management functions. In support of this aim – and in order to create the underlying institutional infrastructure (products, resources, systems) necessary to meet this target during the 2016-2018 period – IFAD's Strategy and Knowledge Department convened a day-long roundtable discussion on 7 July 2015 entitled "Leveraging South-South and Triangular Cooperation to Achieve Results".

The roundtable event benefited from substantive contributions made by more than 50 participants, including both IFAD stakeholders (management, staff and Member State representatives) and 14 participants representing IFAD grantees, sister institutions and partners, including: the African Development Bank, CIRAD, Embrapa, the Food and Agriculture Organization of the United Nations, the International Poverty Reduction Center in China, PROCASUR, the United Nations Office for South-South Cooperation, the World Bank Group and the World Food Programme.

While SSTC is a broad term encompassing many possible activities and delivery mechanisms, the roundtable event itself focused on four key areas deemed most pertinent to the Fund and its ongoing programme of work: (i) the evolving context – the 'utility', demand, supply, risks and opportunities – associated with delivering SSTC activities; (ii) incorporating technical assistance exchanges, study tours, learning routes and similar activities into countries' development strategies; (iii) using grant mechanisms to facilitate the transfer of development solutions through SSTC; (iv) developing knowledge hubs and other models to capture and promote development solutions.

Each session included a moderated panel discussion as well as broader discussions from all roundtable participants. These events were preceded by welcoming remarks from IFAD's Associate Vice-President for Strategy and Knowledge, Josefina Stubbs, and a keynote address by Khalida Bouzar, Director of IFAD's Near East, North Africa and Europe Division. Concluding remarks were delivered by Perin Saint Ange, Director and Chief of Staff, Office of the President and Vice-President, and Josefina Stubbs.

The following pages set out the key discussions and exchanges that took place during the roundtable event, culminating in a series of conclusions to inform IFAD's – and perhaps more broadly other institutions' – next steps in considering options for deepening SSTC activities and integrating them into policy, operational and knowledge management functions.



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Session 1

Defining the context and reaffirming the rationale for South-South and Triangular Cooperation



“We see a potential for other UN agencies to follow the example of IFAD. IFAD is testing the waters by looking at how different South-South models work and including them in its business model.”

Edem Bakhshish
United Nations Office for South-South Cooperation

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The purpose of the opening segment of the roundtable discussion was to set the stage for an interesting day of discourse by reflecting upon the merits, pitfalls and emerging trends of SSTC as a mechanism for contributing to and improving development outcomes.

The session was chaired by Hoonae Kim, Director of IFAD’s Asia and the Pacific Division. Panel participants were:

- **Francisco Reifschneider**, Senior Researcher, Embrapa
- **Annalisa Prizzon**, Research Fellow, Overseas Development Institute
- **John McIntire**, Associate Vice-President, Programme Management Department, IFAD
- **Edem Bakhshish**, Chief, Division for Arab States, Europe and the CIS, United Nations Office for South-South Cooperation

To help guide the discussion, panellists and participants were invited to consider several questions related to the context and rationale of promoting SSTC. These included: How/why is SSTC an effective development tool? What are the benefits of designing national development strategies/agendas using this ‘lens’? What differentiates SSTC approaches (technologies, knowledge, resources) from investments from ‘developed’ countries? How do developing countries and international development institutions need to position themselves to be better facilitators of SSTC? What are some of the pitfalls/risks of SSTC?

The value SSTC arrangements add to countries’ development agendas

Roundtable participants were unanimous in expressing the view that South-South Cooperation arrangements serve as a useful *complement* – rather than a supplement – to the more traditional development interventions and approaches, generally characterized by ODA flows from OECD countries and development institutions. In a world where it is becoming increasingly easier for citizens and government representatives to engage directly

and collaborate, it is clear that developing countries have much to say to – and learn from – each other; they often share similar challenges, risks, underutilized capacities and – in some cases – ecological conditions. In this regard, SSTC arrangements can also help developing countries foster and maintain strong relationships with each other.

By the same token, participants stressed the considerable potential of tapping into and deploying the shared *resources* of the Global South. These include the accumulated experience of designing and deploying poverty reduction programmes in various sectors, locally adapted and tested technical know-how and technological solutions, shared cultural assets (such as languages and tribal affiliations or social identities), geographic proximity, and common social, economic and political histories. By leveraging these common resources, SSTC enables governments and development practitioners to speed up development pathways by bypassing some of the links in the traditional development chain.

When done well, therefore, cooperation activities between developing countries can often deliver solutions *faster* and at a *reduced* cost. A presentation from a researcher on the panel corroborated the remarks made by the practitioners in this regard. She noted that, according to her interviews with senior government officials from a range of developing countries, ‘southern’ actors scored much better than traditional donors in areas related to ownership of development interventions, alignment of development priorities and speed of delivery.

The role of international organizations in ‘triangulating’ cooperation

The roundtable considered the role that international organizations can play in helping their member states to access and benefit from cooperation schemes between developing

countries. There was broad agreement that South-South Cooperation is a country-driven, nationally owned process, and that a key principle in any exchange should be to ensure that relationships between developing countries are on an equal footing. A panellist summarized an approach that may well reflect the views of many international organizations: *“Our role as the UN is very modest; we are there to catalyse the process. In this regard, ensuring that all developing countries have their voices heard is very important. The presence and capacities of the Global South are increasing, in both economic and political terms. Our work is to support those who are least prepared so that they can benefit and actively participate on equal terms with leaders in this area such as India, China, Brazil, South Africa.”*

In addition to advocating for equal participation in such arrangements, roundtable participants noted other areas where third-party organizations could add value. These included norm setting (serving as a facilitator and setting standards for cooperation), documenting and brokering information, playing a ‘match-making’ function between providers and demanders, and providing support to resource and partnership organizations. In this regard – and given the wide variety of roles international organizations are already playing in this area – it was observed that while the common term is ‘triangular cooperation’, increasingly arrangements need to be considered which are multi-sided in nature. This would reflect the need for these arrangements to evolve away

Annalisa Prizzon
Overseas Development Institute



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from disparate stand-alone islands of intervention and to coalesce as broader platforms for collaboration involving – and enjoying the support of – multiple stakeholders.

The impediments, risks and opportunities for future SSTC arrangements

Against this backdrop, roundtable participants broadly agreed that there exists considerable demand from developing countries to engage in South-South Cooperation arrangements. Embrapa receives some three to four new requests every week for such services. IFAD has received requests to incorporate such activities at the programmatic level from a number of countries (including Algeria, Brazil, China, India, Indonesia, Morocco), and other participants confirmed from their own experiences in this regard. Given the clear availability of both demanders and governments and institutions ready to supply solutions, one panellist noted that the primary impediment is the lack of a unified platform connecting the two.

“To achieve the potential of this form of international development assistance, what is needed is a mechanism – an analogy would be a global eBay of knowledge management – that could adjust this demand to the supply by facilitating the transmission of initiatives or requests to people who can respond to them. Creating such a platform would reduce the transaction costs associated with current one-off intermediation efforts and would counteract duplication and fragmentation of efforts as institutions set up small, isolated initiatives all over the world.”

Other participants supported this view. One panellist noted this approach was consistent with outcome of the 2009 High Level United Nations Conference on South-South Cooperation in Nairobi, where the need for establishing a unified platform – focusing on policy, creation of knowledge, marketing of knowledge and facilitating transactions – was highlighted. The real challenge to this effort was creating a multinational platform that enabled member states to exercise their preferences in terms of supporting certain priority areas or promoting particular solutions.

Another participant supported the idea of creating a global platform, but drew attention to the need to manage risks. *“Above all, it needs to be light. If you over-harmonize and over-strategize to accommodate all potential partners, you will end up with a straitjacket and it will not work. Make it light, make it open, and just respond to the needs – not your needs.”*

Specific risks to be avoided or mitigated included: (i) lack of stability of partner institutions; (ii) issues related to intellectual property and how to manage them; (iii) creating a foundation for successful partnerships characterized by empowerment, transparency, good communication and trust.

Directions for IFAD going forward

In concluding the session, questions from participants and responses from the panel broadly coalesced around the implications for IFAD as a development institution as it considers its future approach and options for contributing in the area of SSTC.

One participant highlighted IFAD’s contributions to SSTC activities to date, primarily through initiatives supported by its grant financing: *“We see a potential for other UN agencies to follow the example of IFAD. IFAD is testing the waters by looking at how different South-South models work and including them in its business model.”*

The discussion then explored how IFAD could contribute in a practical way to a global marketplace concept. One panellist stressed the need to completely avoid all concerns related to intellectual property rights issues. *“IFAD’s involvement in such an initiative would*

need to converge around simpler things – like exchanges of broader knowledge or delivery of consulting arrangements.”

As a follow-up, one participant enquired about how information could be packaged to be shared, leading to a response from the panel that information-sharing should be focused “at the macro level” rather than on the details of technologies themselves. Finally, the

John McIntire
IFAD



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view was expressed that IFAD should have a specific, but limited role, *“because the difficulty of creating a market is that many institutions try to assert themselves as an intermediary, requiring demanders to go through them, when ultimately these intermediaries should get out of the way and let the marketplace work...”*

Another participant asked the panel to reflect on how a global/regional marketplace concept would translate into solving concrete problems at the field level – particularly if local challenges were quite specific. One panellist responded by noting that all development practitioners needed knowledge and information, and that a global platform added value by amalgamating what already existed, advocating for policies at the country or regional

level if they were warranted, and by avoiding ‘traps and risks’ (such as the intellectual property rights issues). Another panellist suggested that specific high-value problems – even if they are not of interest to the majority of users – might still have value through a thematic lens of a global platform.

It was emphasized that IFAD’s future involvement in SSTC must continue to be built upon the comparative advantages that are unique to the institution. By taking this approach, the Fund could attract the support of donor countries who are particularly interested in IFAD’s mandate. In this regard, given that IFAD is an investment institution, a two-pronged approach to SSTC could be pursued involving knowledge management on the one hand and investment promotion on the other. *“IFAD shouldn’t see itself as a facilitator only; it is one of the key players in the rural development space – it is an essential partner and a knowledge provider. Given this, IFAD must focus on packaging its knowledge from the field well in order to be a key knowledge provider.”*

Session 2

Incorporating technical assistance exchanges, study tours, learning routes and similar activities into countries' development strategies



“Don't pursue a pure technology transfer approach because nothing can be truly 'transferred'. Instead, what you can do is share. To say, 'We had this problem too. Would you like to know how we solved it?'”

Professor Li Xiaoyun
International Poverty Reduction Center in China

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The purpose of the session was to discuss the strengths and limitations of exchange models (technical assistance to promote technology adoption and transfer, peer-to-peer exchanges to promote the exchange of know-how) as specific tools for solving development challenges. To date, such exchanges have been IFAD's primary delivery mechanism for South-South activities via its lending operations, most commonly as design elements with training budgets or capacity-building subcomponents.

The session was chaired by Ron Hartman, Country Programme Manager, IFAD. Panel participants were:

- **Ariel Halpern**, Vice President, PROCASUR
- **Li Xiaoyun**, Special Advisor to the International Poverty Reduction Center in China
- **Peter Anaadumba**, South-South Cooperation Officer, FAO
- **Ivan Cossio**, Country Programme Manager, IFAD

During this session, participants were invited to consider different perspectives regarding the practice of implementing South-South exchanges. Questions which guided the discussion included: Are there practical – or unique – methods for measuring and 'scaling up' the impact of technical assistance and exchange activities? What are the limitations of exchange-related activities? Technology transfer can be highly situational (depending on agroecological conditions and know-how, practices can be quite culturally specific); when should exchanges not be used or avoided altogether?

The value of technical and peer-to-peer exchange programmes

Panellists began the session with an initial round of discussions exploring the role and utility of knowledge and technology exchange mechanisms. One participant noted,

“Exchanges add value because, often, the problems people are experiencing are very similar – but the solutions are being sought in an isolated way in different countries”. Exchange approaches, therefore, offered opportunities to ‘connect the dots’ and solve common problems by sharing what has worked with others undergoing a similar challenge. In this regard, it was noted that ‘triangular’ organizations can make a useful contribution by mapping demand and supply across all regions and ‘cross-fertilizing’ the implementation, documentation and dissemination of solutions.

In addition to offering a pool of potentially relevant solutions, panellists also highlighted the authenticity and accessibility of knowledge that comes from exchanging information directly between people and institutions from developing countries. *“When the parties generating the knowledge are also the ones directly involved in sharing it with others, there is greater credibility on the one hand, and greater willingness on the part of the receiving partner to try something new.”*

Participants also observed that, in some cases, South-South Cooperation exchanges could yield results at a much lower cost. *“In my project area, we have vChat set up between different teams in different villages. There’s no team leader and there’s no project coordinator. I check in with them directly every day and visit the project for several weeks a year. Operating in this way – without the traditional development project structure – it’s very light and very cheap.”* Another panellist noted that an innovation identified during a learning route exchange with government employees from Cambodia (which originally cost about US\$4,000) ultimately inspired the Ministry of Forestry to invest US\$100,000 in a pilot activity that is now being fully adopted and rolled out across the ministry.

Managing constraints and risks related to South-South exchanges

Panellists were quick to note, however, the hazards of applying a ‘cookie-cutter’ approach to South-South exchanges. As one panellist observed, *“The experience created in any one particular place is extremely complex, comprised of deep-seated political, social and economic environment factors – as such, we can never truly understand the situation of someone who comes from a very different context from our own”.*

To mitigate such risks, participants highlighted the success of approaches that involve a range of people from the community participating in a particular exchange activity. In this regard, one participant highlighted the efficacy of PROCASUR’s learning routes methodology in disseminating an IFAD project innovation from Peru (local resource allocation committees) to a variety of different cultural contexts, ranging from nearby Colombia to Rwanda and Viet Nam. When discussing arrangements for a study tour, another participant noted, *“Given such cultural complexities, we included a group of people in our exchange – from farmers all the way to local political leaders involved in farming policy for their district. The farmers learned a lot by being able to cross-check their understanding of the situation with that of the policymakers.”*

Other panellists focused on the risks associated with lack of community ownership. *“In the 1990s, we facilitated the transfer of 200 rice farmers to a remote area of Viet Nam. Their technology and approach were sound, but they were totally isolated culturally, and so there was*

Peter Anaadumba
FAO



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the dichotomy of the right technological fit, but a lack of ownership. We also saw the same thing when international experts came to work at remote research stations in the field; once they left, nothing much remained because they lived a life largely removed from local conditions without much involvement in the community." As a counterpoint, another panellist noted that he designed a recent exchange to specifically avoid such situations: *"We have learned that if we try to 'teach' professionally in a conventional manner, people lose ownership. Therefore, instead, we create the conditions for farmers to be able to teach themselves."*

As a complement to this point, another panellist drew attention to a series of practical risks related to managing projects which involve exchange activity. *"When designing exchanges there is always the risk of a mismatch between what the country requests and what they actually need on the ground. What kind of expertise do they really need – an expert or a technician? Each kind of expertise comes with its own limiting factors (cost, availability, suitability to the local conditions)."* In addition to emphasizing the need to pursue active and constant engagement with the host government and community, he also stressed the importance of securing government support for a particular intervention. *"Despite their initial interest, ultimately, some countries aren't willing to meet their commitments to provide support for basic funding. If these details cannot be ensured at the beginning of the exchange, what does that say about the prospects for the long-term viability of the overall intervention?"*

Practical advice for documenting, designing and scaling up South-South exchange activities

In closing the panel discussion and opening up the floor to the audience, participants were asked to share experiences with respect to 'what really works' when designing, implementing and scaling up South-South exchange activities. The discussion centred around several main issues.

Knowledge management. As one panellist expressed it, *"South-South is knowledge management beyond borders. To me, knowledge is the key starting point and, therefore, it must be systematized to be made available to those who did not have the benefit of participating in the original experience that created it. But how to systematize? That varies widely from community to community and institution to institution."* Panellists and audience members generally supported the view that well-documented and accessible knowledge was the foundation for making the knowledge available to others via exchanges.

One panellist offered another perspective. *"I believe the debate about how best to systematize knowledge has passed; there are already methodologies to do that. We now need to evolve from knowledge management to knowledge services. That means having the possibility of going to a place to learn and not be intermediated by anyone. We see interesting linkages being created by the universities, research centres and local people. For example, in Thailand technology adoption can be as fast as three months when supported by a local community learning centre."*

Designing exchanges to promote peer-to-peer learning. In this regard, one panellist encouraged participants to design exchange programmes using very simple, but highly effective elements which use community ownership as the primary driver for sharing knowledge. *"We used most of our money to build a very nice, modern community centre which has now become the 'town square' of the village. Why? For solidarity. We needed a place where farmers would want to come to share information. The first year, only one person adopted our approach, and now the adoption rate is 100 per cent. This didn't happen through a formal training programme, it spread by word of mouth, from peer-to-peer discussion."*

Design exchanges for multiple tiers of engagement. Panellists highlighted the importance of designing exchanges which focused on other actors (researchers, government institutions), rather than only thinking of exchanges as a 'grass-roots tool'. As one panellist said, *"What really works are simple and concrete mechanisms – those which avoid complex committees and institutional arrangements. But concrete doesn't just mean doing things in the field, there is the policy level which is quite important, research level, as well as project level"*. Another panellist mentioned FAO's efforts to bring policymakers together using a roundtable format; he also noted FAO's newly created Gateway platform as another means for encouraging exchanges of information and expertise at the research and institutional level.

Scaling up. One panellist was asked how his knowledge exchange project could ultimately be scaled up to influence other communities and the broader economy. In response he outlined his strategy for sharing results, which involves awarding productive assets – a motorcycle, a bicycle and a cell phone – as prizes to farmers who achieved the highest result in terms of increased yields. *"It's a big event. All of the farmers come to see the ceremony, and this way we don't need to create specific training programmes to showcase the results of adopting the approach."* While these activities were useful at the farmer level, he noted that the strategy to grow the programme to a new phase would need to involve government support. In this regard, he recognized the need to document and 'market' the farmers' results to the relevant ministries to secure their buy-in and support. In response to this, another panellist agreed, noting that *"Evaluation is an important step in government ownership. If we don't develop the tools for monitoring, evaluation and follow-up with ministries, we won't be able to make the step to scale up such activities and eventually remove intermediation entirely"*.

In closing the session one panellist noted that, *"We need to build upon the kind of concrete ideas that we have discussed today. We have to focus on whatever can provide concrete solutions to specific problems that people are facing in the rural sector by establishing a bond of trust, common interests and joint work between the people and institutions that are involved. If we try to build South-South Cooperation exchanges without realizing the 'cooperation' element, we are lost."*

Session 3

Using grant mechanisms to facilitate the transfer of development solutions through South-South and Triangular Cooperation



“Finite grants – and *all* of them are finite – can have big impacts. The smallest grant that our Innovation Marketplace received was from IFAD. I would submit, however, that it was the most essential – because it was the first.”

Francisco Reifschneider
Embrapa

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The purpose of the session was to discuss the strengths and limitations of using ‘triangular’ South-South Cooperation grant schemes as tools for solving development challenges. As a percentage of its three-year programme of work, IFAD’s grants volume is quite high (6 per cent of total commitments), and in recent years, IFAD has increasingly made use of country, regional and global-level grant funding as tools to pilot and otherwise support a wide range of SSTC activities in all regions.

The session was chaired by Joaquin Lozano, Director, Latin America and the Caribbean Division, IFAD. Panel participants were:

- **Francisco Reifschneider**, Senior Researcher, Embrapa
- **Degi Young**, Programme Manager, World Bank Group (via video conference)
- **Chioma Onukogu**, Resource Mobilization Officer, African Development Bank (via video conference)
- **Abdelkarim Sma**, Regional Economist, IFAD

During this session, participants were invited to share views on, and consider, other institutions’ experiences with respect to administering grant programmes to facilitate South-South Cooperation. Questions which guided the conversation were: Why are grants such a common mechanism for promoting SSTC activities? How can the results garnered from these experiences be captured and disseminated? What are the risks/pitfalls of developing grant-based South-South Cooperation activities, programmes or platforms? What does the future hold for such arrangements?

The uses of South-South grant funding schemes

Panelists began the session by briefly outlining their own experiences of establishing and administering grant-funded South-South Cooperation mechanisms. Three of the

panellists – from the World Bank, the African Development Bank and Embrapa – were responsible for managing donor-funded platforms that allocate small grants either to individuals or governments. A panellist from IFAD presented the Fund’s approach to using grant resources.

As tools for promoting South-South Cooperation, each grant mechanism was notably focused on providing a very specific kind of support. Embrapa’s US\$24 million multi-donor funded Agricultural Innovation Marketplace provides grant funding (initially US\$80,000 per grant) to individuals (researchers, private sector representatives, NGOs

Zhengwei Zhang
Deputy Permanent Representative, China



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and international organizations) in Latin America and the Caribbean or Africa seeking to launch or test agricultural innovations drawing on the Brazilian experience. The World Bank’s US\$14 million multi-donor South-South Experience Exchange Facility provides grants (up to US\$150,000) to governments to enable officials to conduct study tours which investigate how other governments have solved a particular development challenge. The African Development Bank’s South-South Cooperation Trust Fund (a US\$6 million facility initially funded by Brazil) provides funding to governments for capacity-building, technical assistance and seed money for innovative activities within a range of sectors (agriculture, agribusiness, governance, health and social development), with the proviso that

activities must support a knowledge/technology transfer from the Global South. As the panellist from AfDB noted, *“Our trust fund was originally established by the Government of Brazil as part of its efforts to share its development experience with other countries. Going forward, we hope the next round will enjoy support from other countries as well and will be focused on technology development.”*

While the details of each mechanism varied considerably – in terms of grant funding amounts, disbursement progress, recipient profiles and use of funds – all of the panellists agreed that the ‘ancillary’ benefits of grant-funded activities are ultimately as important as the actual funding being provided. One panellist noted, *“These grants aren’t just about providing resources, they’re about sparking innovations and then generating and sharing the knowledge that’s produced. Another area is advocacy; these grants are a very useful way to demonstrate and advocate for the merits of South-South cooperation at the policy level.”* In the words of another, *“One of the things we noticed in terms of why these small grants are very useful for developing countries is their flexibility; while most funds are tied to specific activities within a project cycle, we are able to make the funds available anytime that might be useful to the client.”*

In IFAD’s experience, grants for South-South Cooperation have offered the institution a tool for overcoming the constraints of its delivery model, which focused primarily on single-country engagement. As a panellist from IFAD noted, *“Our global and regional grants offer the ability of supporting more than one country at the same time, which is what South-South Cooperation is all about”.* In addition, from the IFAD perspective, such grants also provide a channel for engaging with and modulating participation with middle-income countries. *“Upper-middle-income countries are more interested in our global reach than our financing. They would like IFAD to help them project their own expertise, and being themselves emerging donors, they would like to rely on the pre-existing infrastructure of IFAD when they start deploying their own resources.”*

Risks and mitigating factors

In addition to these positive qualities, panellists and participants were asked to consider the potential shortcomings and risks associated with South-South grant mechanisms.

Lack of scale. One panellist noted, *“The use of grants for South-South Cooperation is prone to piecemeal approaches. There are a number of tiny initiatives out there which are very small, but are touted as having a large impact on the livelihood of the people. Nevertheless, there is very little attention on how to bring these small grants to scale. To be trapped into these operations without knowing where to go next – that is really a major risk.”*

Another panellist’s remark, however, offered an example of how to avoid such ‘traps’ of fragmentation. *“With our platform, we were very concerned that we would not be able to move from our initial small-scale AR4D mechanism to something that could be scaled up and scaled out. The solution, however, has been additional resource mobilization. In Phase II of our Marketplace we will offer successful projects nearly 10 times the resources they were originally given. That has been a major carrot for participants because they know that there is a system where if you have a good idea and good impacts, you can access a different set of resources.”*

Sustainability. The question of sustainability was also discussed; once the grant money ends, how can we ensure that worthwhile activities continue to be funded? One participant noted the Perez-Guerrero Trust Fund for South-South Cooperation which provides small amounts (maximum US\$35,000) but requires that half of the full budget of the proposal comes from elsewhere. This approach ensures that *“if I have a good idea, I also have to come up with resources from another partner who might be interested in providing additional support and helping with resource mobilization after the project period is formally over”*. It was also noted that schemes supported by the Islamic Development Bank follow a similar approach in which only 40 per cent of a proposal’s budget can be funded by the bank. A panellist confirmed this approach, noting that IFAD *“tries to position grants to catalyse other resources – and include partners that could be able to continue the exchange – and the flow of finance and knowledge – after IFAD withdraws”*.

Transaction costs. Creating platforms that combine funding, strategic objectives and governance voices from a variety of donors can be fraught with challenges (bureaucratic processes and requirements, managing partnership relationships, ‘hijacking’ of a direction or an activity by certain interests) creating a structure which is overly ‘heavy’.

In response a panellist noted, *“Whatever is developed must be as light as possible, so most of the resources go to those who need them to implement the project. Lightness is the most important element. In this regard, our approach has focused on two key elements – complete transparency and very simple procedures. In a situation where a particular partner has given a low priority to a grant proposal, but others have supported it, you need complete transparency for everyone to feel comfortable and to trust what is being done and to trust the system. In this regard, we have developed an online platform that all of our stakeholders can access, so that everyone can access the same information. We also convene a major forum discussion with all stakeholders and grant recipients every year or so to share progress and next steps – all of the proceedings are also shared via the system. With respect to procedures, we keep them very simple. Grant pre-proposal requests are a single page and detailed full proposals are only 3-4 pages. They are vetted directly in the system itself according to criteria which are posted online, and the outcome is shared with all”*.

Results measurement. Another risk identified was successfully capturing and demonstrating results. As one participant noted, *“Like all development activities, when not thought through well enough, grant-funded activities risk failing to achieve results – or to even know what they are”*.

In response, a panellist provided the details of the results management system that her specific grant facility had put in place. *“At the very beginning when completing the application form, the potential recipient has to be specific about what is trying to be achieved from the exchange activity. When the grant activity is completed, each team must then create a “results story” narrative and/or video product which answers three questions: a) what was the problem; b) what took place; c) what will happen going forward. A year or two later, we go back to the grant recipient with a follow-up survey to see if their specific objectives had been met; to date the programme has been very successful, with 92 per cent of the recipients indicating that their objectives had been met. We have an online database where all our exchange stories are stored. Going forward, we are going to try to introduce aspects from different communities of practice into our results monitoring.”*

Building the next generation of South-South financing mechanisms

During the final round of discussion, panellists and participants considered the future of using grant funding mechanisms to promote South-South Cooperation. Several key points arose, as outlined below.

Carola Kenngott
WFP



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Lending for South-South Cooperation activities. One participant asked the panel to reflect upon whether using lending instruments to promote South-South Cooperation is feasible and whether such activities are happening in other institutions. Several panellists confirmed that Brazil had borrowed from the World Bank to explicitly fund South-South Cooperation activities. To date, the African Development Bank has not lent explicitly for this reason, although elements of know-how or technology transfer have likely been included in some projects. From IFAD’s side, one participant noted that previous efforts to include South-South elements in lending projects had been ad hoc. *“Of course, nothing prevents lending from being used if the borrowing country is willing to devote some of the resources to*

other countries, but in practice it is difficult because financing is not the constraint; for many of the countries it’s an ‘infrastructure’ issue. For example, they may not have fully developed aid networks or institutions, and so they want to be able to bypass this constraint to project quickly by leveraging IFAD’s global presence.”

Combining grants and loans to support South-South Cooperation. As a corollary to this point, one participant noted that a significant portion of IFAD’s grant resources are embedded in country programmes. *“We have projects where grants and loans coexist. So you could perfectly imagine within the same project you don’t really see the difference between activities funded by loans versus those funded by grants. This means there is scope to really blend grant and lending resources for South-South, to bring grants for knowledge-sharing (for which some governments may not wish to borrow) together with the financing part”*. In this regard,

a panellist noted the World Bank's effort to mainstream its grant-funded knowledge exchange activities with its lending operations. *"When people apply for our South-South facility's funds, some apply before the loan has been initiated, but others apply as part of the loan so that the activities take place at the same time as the loan operations. We see this as being a good model going forward, as a way to embed and sustain this knowledge going forward by including it in the loan's activities."*

Expanding current arrangements. Panellists were asked to share details about the next steps for their respective platforms. The panellist from the World Bank noted that, *"We are looking to establish a more programmatic approach that would connect all countries who are interested in a particular theme (such as unconditional cash transfers) into longer-term exchanges. This would mitigate the perceived risks of exchanges – that they all must yield results quickly, sometimes they do but not until the longer term."* The African Development Bank representative said that their work to expand their facility to include additional donors is currently ongoing. And the panellist from Embrapa said that the platform had recently attracted contributions (from the Gates Foundation, the World Bank, FARA and others) to expand to a second phase. The IFAD panel member noted the Fund's efforts to *"use grants to mobilize resources from countries who are willing to contribute to South-South Cooperation and who want to use their own financing to embed them into the financing of other countries. This enables us to magnify the impact we are having on the ground"*.

In closing the discussion, there was interest among panellists and participants to explore opportunities for deepening collaboration between development partners and organizations.

- *"A most interesting approach for going forward would be to imagine an agricultural innovation marketplace mechanism that could support agricultural development in knowledge-sharing and transfer possibilities at the global level. I see an opportunity here to move forward – to use what has been done as well as to add/aggregate new elements to make sure that this becomes a great global platform."*
- *"Another approach is looking at having synergies between the organizations to see how we can have knowledge exchange that can bring profit to a country from all of the different development institutions involved."*
- *"The litmus test for IFAD is when whatever partnership we've been able to broker is thriving and is reaching scale. The next step is how we bring more resources to what we are doing. Our global and regional grants window has finite resources. As we have heard today from the World Bank and African Development Bank, another way to do this is to bring supplementary resources to complement what we are doing. This could be the way to go in the future."*
- *"Over the years donors have supported so many South-South initiatives, but in a piecemeal fashion as was already stated. Maybe now the time has come for international organizations to start systematically supporting South-South Cooperation, for their own benefit; perhaps this could be done for South-South Cooperation at the policy level, to create one tool to encourage and enable governments to more effectively use it. Grant funding from different sources could be concentrated to help to build the system."*

Session 4

Developing knowledge hubs and other models to capture and promote development solutions



“When talking about South-South Cooperation, we have to look at it in the much broader sense of international cooperation. In today’s world, challenges – such as the proliferation of diseases from livestock – do not stop at the border. We must form partnerships to build shared knowledge platforms to support each other.”

Jacques Pages
CIRAD

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The purpose of the session was to discuss alternative approaches to facilitating South-South Cooperation using a range of institutional arrangements – including ‘knowledge hubs’, centres of excellence or other tools – for promoting solutions to development challenges. In recent years, IFAD has provided grants to some of its member countries to conduct preliminary development and stocktaking in this regard. Going forward, it is likely that future IFAD grants will also envision making use of regional institutions and systems to promote SSTC.

The session was chaired by Sana Jatta, Director, East and Southern Africa Division, IFAD. Panel participants were:

- **Stanlake Samkange**, Director, Policy and Programme Division, World Food Programme
- **Jacques Pages**, Agronomist and Delegate for Platforms in Partnerships, CIRAD
- **Steffen Janus**, Senior Operations Officer, World Bank Group (via video conference)
- **Matteo Marchisio**, Country Programme Manager, IFAD

During this session, participants were invited to consider institutions’ experiences with respect to fostering knowledge hub arrangements. Questions which guided the conversation were: How can results from development solutions be linked to knowledge hubs’ activities? Who are the end-users of a knowledge hub’s products, and how do hubs specializing in agricultural and rural development disseminate their information? What are centres of excellence – and how do such approaches benefit developing countries? How can they be leveraged to deliver results?

Pathways for sharing knowledge

The session began with an introduction from the Chair, in which he reviewed the theory of mechanisms for sharing knowledge by creating or leveraging institutions. “From the

current literature, we know that three kinds of broad arrangements are possible. Knowledge chains, when there is one specific kind of information and a few people control it and it is then passed on to the next; knowledge hubs that coordinate a range of knowledge sources and promote their use within the community; and knowledge webs, where members share experiences, there is no central responsibility and – once the web is created – it will naturally run according to the needs of users.” Panellists were then invited to share their experiences regarding building and leveraging knowledge hubs and similar arrangements.

The first panellist, from the World Bank Group, recounted the rise of knowledge hubs in the development community following the Fourth High Level Forum on Aid Effectiveness held in Busan in 2011. *“The practical question we wanted to answer was clear: how can South-South Cooperation be taken from the policy level to be better integrated and brought down into the day-to-day institutional level? The starting point was seeing country institutions as a nucleus for future knowledge-sharing efforts, and this led us to develop a framework for engaging with countries so that their institutions can better document and share their experiences.”* Following these initial reflections, the World Bank has now established a dedicated programme on organization knowledge sharing.

“As an example, we’ve been collaborating with the Ministry of Transport in China on something called the Transform Programme. It has been a fruitful collaboration between China and the World Bank which has made use of some virtual components – such as an online platform and community of practice – and it has documented a whole range of cases and experiences, and there are now efforts under way to see how we can further expand the programme.”

The second panellist recounted his experience working for the French agricultural research institution CIRAD, which has developed a worldwide platform of some 150 organizations who share information – research, approaches, ideas – in partnership. *“CIRAD’s more obvious partners are research institutions, but more and more we are starting to work with universities. We are also training policymakers so that they can see how scientists look at and solve problems.”*

The third panellist highlighted WFP’s flagship approach to facilitating South-South Cooperation which involves creating centres of excellence, the first of which was established in Brasilia in 2011. *“Despite their name, they are actually centres of sharing and learning which are fully funded by the government involved. Generally, they have three practical objectives. First, they serve a need on WFP’s part to expand the global tool box of options in areas within our scope, to know who else has faced common problems – such as school feeding or distribution systems – and what solutions have they developed. Second, they give us access to technical expertise which, depending on the issue, we may lack, and the capacity to respond to on a global scale. The centres enable us to identify and tap into expert technical resources to help us solve problems. Third, they help the countries themselves facilitate their sharing of experiences. Many countries have strong experiences to share, but they aren’t sure how to make these available to others. Having a UN agency do this gives some credibility, distance and objectivity to these efforts.”*

How to create a knowledge hub?

Knowledge Hubs are institutions and networks that are dedicated to capturing, sharing and exchanging development experiences with national and international partners in order to accelerate development.

“For organizations interested in sharing internationally via South-South Cooperation, the actual effort involves promoting a culture of sharing, with a leadership that creates incentive systems to replicate innovations and good practices, establish systems and platforms to support knowledge-sharing, and identify the availability of financing and smart partnerships for sharing knowledge more broadly.”

Steffen Janus, World Bank Group

The final panellist outlined IFAD's initial ideas for developing a knowledge-sharing institution in Beijing which could not only highlight the considerable success and practical lessons China has accumulated in reducing poverty and progressing in rural development, but also serve as a vehicle for receiving knowledge from elsewhere, given that China has not finished its development process and is facing challenges that others have faced. *"How are we operationalizing? We can't have knowledge hub function managed by IFAD alone, so the idea is to partner with a Chinese institution that has a certain profile and network to perform this function. IFAD provides seed resources via its grants mechanism, and then we will try to set up a two-tiered system – one for systematically capturing practical Chinese experiences and bringing them to the centre, and one by which knowledge can be shared externally and also collect experiences outside and bring them back to China."*

Overcoming challenges to establishing knowledge-sharing institutions

Following this first round of discussions, the Chair asked follow-up questions and opened the floor to all participants. A discussion ensued, primarily related to the challenges and bottlenecks that are encountered when building institutional arrangements for sharing knowledge.

Re-tooling existing institutions to make them 'fit for purpose'. In the resulting discussion, participants generally agreed that there was no need to reinvent the wheel. *"When knowledge*

hubs exist, we should build on them." In responding to this, two panellists agreed, but also cautioned the meeting to understand the effort involved in converting existing institutions to play a larger or more prominent role. *"Many countries' institutions – even in more developed countries – are not set up to be development cooperation agencies which create, document and share knowledge. They don't have the kind of resources to be a development agency."* Another panellist noted, *"When we've worked with various institutions in the world, what we've seen is that most are not set up to share experiences and skills. Therefore, we have to look at developing technical skills related to generating and sharing knowledge. This need is starting to get traction with our colleagues in our lending divisions, as they recognize the importance of documenting information."*

Abreha Ghebrai Aseffa
Deputy Permanent Representative, Ethiopia



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Creating local ownership for a global platform. In a previous panel discussion on knowledge exchanges the centrality of local ownership was emphasized. The Chair asked how local ownership can be developed in cases where a platform is global or multiregional. One panellist responded to this, noting that, *"Our global network doesn't belong to us, there is a shared governing body. In this platform, we also provide capacity-building to train people how to manage funding partnerships, etc. from outside donors. In this way, all of the partners contribute something – funding, but also human capital, time, other resources like land, labour and laboratory equipment, so that everyone owns the platform in the truest sense of the word."*

Impact and measurement. One participant asked the panellists to share their experiences with respect to measuring results, creating feedback mechanisms and *"capturing the clients' satisfaction with the activities of the knowledge hub"*. In response, one panellist noted, *"We try to develop relationships that promote knowledge-sharing over the longer term, and move away*

from one-off approaches (like study tours, etc.) to more programmatic partnerships (like twinning arrangements, regular expert visits, and virtual spaces where experts support each other). We've also created feedback forms and surveys to see if the particular knowledge was applicable. But in general, the field of monitoring and evaluation of knowledge-sharing for knowledge hubs is the area where most of the work is still needed."

Another panellist responded with an innovative approach, noting, *"We have a regular assessment of our knowledge-sharing platform. It's an independent assessment phase where several questions are asked: Are we functioning properly as a platform? Are we achieving the results that we are supposed to be achieving? Have the innovations been transferred? Are they improving the quality of life of the people? In this regard, we are very interested in moving even further in the field of impact assessments."*

Who is the end-user? One participant asked *"Who is the end-user of knowledge hubs? Who is all of this being built for – and what is the mechanism and the link to reach the users themselves?"* In response, each panellist offered a different view.

- *"In WFP's case, it's clear that governments are the users. If a government wants to set up a school feeding programme, what are the considerations and examples they need to be aware of? We are focused very much on disseminating problem-solving approaches brought to us by governments."*
- *"In the case of CIRAD's global platform, who are the users? It's the farmers and the villagers. For example, in West Africa we work directly with farmers to learn about the new varieties or peanuts or how to make cattle breeding and agriculture work together."*
- *"Any way you look at it, it's people at all levels who are the end-users. Practitioners, policymakers and farmers ... everyone wants to have access to solutions. The better question is, where do solutions come from? How do we motivate institutions to collect, document and share the information via accessible platforms?"*
- *"In IFAD's case, we had an example where China had created cooperatives with billions of dollars but they needed advice on how to distribute the money and get it into the pockets of smallholders. The government wanted knowledge of best practices in rural financial services globally, so we put together a grant proposal to do this work, and earlier this year we had the first dissemination of the findings. This is an example of how IFAD can contribute to knowledge agenda. When a government has a specific request and we can go out and bring the knowledge from our experience and that of global partners."*

Next steps in creating innovative knowledge-sharing institutions

In closing the session, participants shared ideas about next steps for building effective mechanisms to share knowledge.

Partnering to share information. One participant enquired whether the UN food agencies could join together and help to establish a knowledge hub in relation to rural development. One panellist noted that FAO and IFAD are already working together, and that IFAD has been identified as a possible implementing agency for the FAO-China Trust Fund. Having said that, he cautioned, *"There is nothing that excludes agencies from working together. If the product works, the partnership will expand naturally. But, at the same time, let's not make partnership an end in and of itself – otherwise the means become more important than the objectives."*

Another participant from FAO highlighted FAO's new Gateway platform, which showcases institutions and their experts (currently in Uruguay, Argentina and China).

"It's letting people know who's an expert in what, and what expertise they can offer. The platform has a disclaimer that these institutions are not accredited by FAO, per se, but it does help in facilitating match-making. We are in the pilot phase and this could be a place for us to begin to work together."

Piloting a new knowledge hub model for IFAD. In concluding the session, the Chair returned to IFAD's experience and its plans to pilot a hub arrangement in the future, in China as well as in Africa. *"In China, IFAD has begun to bring together both providers of knowledge and co-investors (such as CADFund, China-EXIM Bank) who could eventually use this platform as a mechanism for exchanging opportunities for investment and co-investment as well as for sharing knowledge. For example, when we brought together representatives from China and Argentina, we discovered that Argentina's San Juan province and China's Xinjiang province shared the same agroecological environments, as well as the same produce. The initial foundation for partnership was developed, a ministerial exchange happened and now they are talking about possibilities for co-investments in the wine industry, for example."*

"There could be considerable scope to replicate this kind of model elsewhere – say for example to create a hub in South Africa. This is a compelling idea for IFAD's version of a knowledge hub, that it could learn from all of the experiences shared here today in order to use IFAD as a broker for bringing different players to the table. Bring those who have the knowledge and those who have resources around that same platform in order to achieve tangible results and accelerate development."

Conclusions



“We have heard that ‘one size doesn’t fit all’ and yet, on the other hand, everyone is interested in sharing their solutions at the global level. This is part of the richness of the South-South collaboration dynamic.”

Josefina Stubbs
IFAD

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South-South Cooperation is an invaluable and welcome complement to other forms of international development assistance. When done well – with simple interventions, in a spirit of common interest, mutual learning and trust – South-South Cooperation can deliver development solutions rapidly, at low cost and with significant ownership at the grass-roots level. Going forward, IFAD will rely considerably on the experiences, best practices and cautionary tales shared at the roundtable discussion to shape its future directions with respect to promoting South-South Cooperation.

In closing the roundtable discussion, several salient points with respect to IFAD, its mandate and potential approaches to South-South Cooperation were highlighted.

Demand. Roundtable participants shared a number of modalities and experiences, all highlighting the considerable demand – and need – that exists at the global level for knowledge, experiences that can help people get solutions to common problems and common issues.

Scope. Future involvement in South-South activities must serve IFAD’s ultimate clients who are smallholder farmers and rural people, as well as governments with whom – and through whom – the institution works to improve practices and policies, and increase investments to ensure that smallholder farmers in rural areas are well served. There are at least three levels where the Fund can focus its efforts:

1. **Grass-roots level.** In addition to strengthening and deepening traditional knowledge exchanges as discussed, there is a potentially interesting role for IFAD to play as a ‘broker’ in incubating new businesses for the smallholder farmers themselves, for cooperatives, and even for some regions that are interested in exploring cooperation with others.

2. **Research level.** There are innovative approaches, partnerships and platforms for facilitating knowledge and South-South Cooperation in the area of agricultural research. As a funder of research institutions and AR4D approaches worldwide, IFAD can do more to support, participate and expand these important tools.
3. **Policy level.** IFAD can undertake more work on policies for rural transformation, for example on how to design and implement policies to support rural transformation (in the areas of finance, gender, etc.). Nevertheless, IFAD will need to clearly distinguish between its institutional technical assistance product offering and its knowledge management functions.

Knowledge management. South-South Cooperation “is knowledge management beyond borders”. The methodology for systematization of knowledge is important for any development or programme, and IFAD is no different. Devising a simple and efficient mechanism for documenting and disseminating knowledge and experiences is a key component of effective South-South Cooperation mechanisms.

Capturing the value. In several cases participants shared concrete, simple and scale-able approaches for trying to assess the utility of their activities. Going forward, IFAD will have to see how to register the before and after of changes that South-South cooperation activities are making. In this regard, there is more work to be done in building IFAD’s capacity for managing its knowledge and learning.

Leveraging different instruments. Roundtable participants made a compelling case regarding the importance of using different financing modalities (bilateral assistance schemes, grants, lending) as well as different delivery instruments and partnership mechanisms (NGO- and IFI-supported projects, multi-donor trust funds, country-owned knowledge, global knowledge networks) to be able to reap the full benefit of South-South Cooperation. Going forward, IFAD’s future efforts in promoting South-South Cooperation would benefit from using all of the tools the Fund has its disposal as an IFI and a UN agency.

Global platform. As participants confirmed, what may very well be needed is an ‘eBay of knowledge’. IFAD will undertake to explore this option going forward, but always being sure to adhere to the success factors shared during the discussion, and to ‘keep it light’, demand-driven, transparent, effective and reachable by those who normally do not have the possibility of accessing knowledge or technologies beyond their communities.



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Annex 1

Opening keynote remarks



“At IFAD, we believe in the potential of South-South and Triangular Cooperation to help create a brighter future for rural and urban people alike.”

Khalida Bouzar
IFAD

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Distinguished colleagues,
Ladies and Gentlemen,

It is a great privilege to take part in this roundtable discussion on leveraging South-South and Triangular Cooperation to achieve results.

Global awareness is growing about the interdependence of rural and urban areas. This is a welcome development. After all, cities are fed by farmers working in rural areas. Rural areas provide urban areas with water and other resources, and contribute greatly to a country's ability to conserve its biodiversity. In turn, cities provide markets, inputs and services for rural farmers and their communities.

The IFAD Rural Poverty Report 2011 found that more than 80 per cent of rural households in developing countries engage in farming.

It is a tragic irony that many of the people who grow food go hungry themselves.

Three quarters of the world's hungry and poorest people live in the rural areas of developing countries.

Unless the development community directs its attention – and investment – to rural areas, sustainable development cannot be achieved. And if rural areas do not provide opportunity to youth, another generation will migrate to cities or abroad, where they face an uncertain future.

At IFAD, we believe in the potential of South-South and Triangular Cooperation to help create a brighter future for rural and urban people alike.

Technical cooperation and the exchange of knowledge and experience can help bring people together in order to face common challenges, share solutions and build trust.

Today, IFAD's lending and non-lending activities are under way in roughly 100 countries: an investment of about US\$6 billion on the ground. By promoting the exchange of knowledge and expertise among various clients from fragile states, middle-income countries and low-income countries, IFAD can leverage its resources to reach more people. Concurrently, IFAD also facilitates policy dialogue. All of which leads to a greater impact in sustainably transforming rural lives and communities.

You could say that this spirit of partnership in the form of South-South and Triangular Cooperation is essential to IFAD's way of working. With a total membership of 176 countries, IFAD has access to a wealth of development experience, which we are convinced is well worth sharing among all developing countries.

For that to happen, we need to build strong partnerships with governments, rural producer organizations, civil society, the private sector and development and research institutions. Only with these strong partnerships can IFAD engage in effective and efficient South-South and Triangular Cooperation.

In November of last year, IFAD's ongoing SSTC efforts were presented at the Global South-South Development Expo held in Washington, D.C. To take our support for SSTC further, the Near East, North Africa and Europe Division launched a new South-South and Triangular Cooperation grant programme on *SSTC for Agricultural Development and Enhanced Food Security in the Near East and North Africa Region*.

This initiative is breaking new ground. It is strengthening the South-South and Triangular Cooperation efforts to improve agricultural development, enhance food and water security, and reduce poverty.

IFAD strongly believes that people need to be involved in – and take charge of – their own development. Thanks to this grant, the programme is benefiting more than 1,000 young people and women working in agriculture in Algeria, Egypt, Morocco, Turkey and Uzbekistan. Participating farmers will be able to share innovative solutions to save water, cultivate water-efficient crops, breed cattle, enhance marketing and increase overall productivity.

The transfer of solutions includes three main cross-regional corridors spearheaded by the respective lead countries. Hungary is providing support in agricultural biotechnology to the Arab States and Central Asia. Turkey is contributing to capacity-building efforts to strengthen agricultural producer groups and other farmer-based associations in the Arab States and Central Asia. Algeria and other benefiting countries will spearhead exchanges related to sustainable water management practices.

SSTC also promises important benefits at the policy level – something that is crucial to long-term rural transformation. The programme will build capacity for knowledge-sharing among the Ministries of Agriculture in the five target countries.

An inter-ministerial network, supported by an online platform, will enable countries to share lessons, including legislative analysis. National-level consultation boards will help scale up results in each country.

Our partner, the UN Office for South-South Cooperation is here with us today. They are also working directly with local partners to document practical solutions and transferable technologies.

Let me say a few words related to the importance of SSTC for achieving the post-2015 sustainable development agenda.

South-South and Triangular Cooperation can help to advance the post-2015 sustainable development agenda in IFAD. It can help to enhance the performance of country programmes and platforms. Better results and knowledge will benefit rural and urban poor globally. IFAD also contributes by engaging in policy development and dialogue at all levels.

But there are challenges.

For one, the processes and products in South-South and Triangular Cooperation are multifaceted. They can be delivered around different models of intervention. This depends on the countries' circumstances, government motivation and developing partners' mandate, capacity, resources and incentives. There is no one-size-fits-all approach.

IFAD has also witnessed uneven progress in the South towards achieving the Millennium Development Goals (MDGs). While some countries, like Algeria and Morocco, have already achieved MDG1, others are lagging behind. On the other hand, some countries that used to receive official development assistance (ODA) are now key players in providing cooperation and supporting other countries.

With regard to the post-2015 development agenda, practitioners of South-South and Triangular Cooperation need to work more closely together. IFAD is collaborating with the World Food Programme (WFP) and the Food and Agriculture Organization of the United Nations (FAO) on issues related to agriculture, food security and nutrition.

And I am very pleased to welcome our colleagues from WFP and FAO who are with us today to share their experiences and knowledge.

Going forward, we believe we need to create further synergies, when it comes to building stronger partnerships. As both a financial institution and a knowledge organization, we at IFAD are looking forward to the outcome of this special roundtable discussion.

Thank you.

Annex 2

Roundtable agenda

9.00	<p>Opening: Welcome and Introductory remarks</p> <p>Josefina Stubbs, Associate Vice-President, Strategy and Knowledge Department, IFAD</p> <p>Khalida Bouzar, Director, Near East, North Africa and Europe Division, IFAD</p>
9.10	<p>Session 1. Defining the context and reaffirming the rationale for South-South and Triangular Cooperation</p> <p>Moderated conversation with panellists (40 minutes)</p> <p>Chair and Moderator: Hoonae Kim, Director, Asia and the Pacific Division, IFAD</p> <ul style="list-style-type: none">• Francisco Reifschneider, Senior Researcher, Embrapa• Edem Bakhshish, Chief, Division for Arab States, Europe and the CIS, United Nations Office for South-South Cooperation• Annalisa Prizzon, Research Fellow, Overseas Development Institute• John McIntire, Associate Vice-President, Programme Management Department, IFAD <p>Key questions:</p> <p>Demand: How can/do SSTC arrangements add value to countries' development agendas in the rural development space?</p> <p>Supply: How – and why – will South-South and Triangular Cooperation models need to evolve over the near-term?</p> <p>What are the risks and opportunities?</p> <p>Discussion with all participants (40 minutes)</p>
10.50	<p>IFAD Video: <i>Return to the Oasis</i></p>
11.00	<p>Session 2. Methodologies: incorporating technical assistance exchanges, study tours, learning routes and similar activities into countries' development strategies</p> <p>Moderated conversation with panellists (45 minutes)</p> <p>Chair and Moderator: Ronald Hartman, Country Programme Manager, IFAD</p> <ul style="list-style-type: none">• Ariel Halpern, Vice President, PROCASUR• Li Xiaoyun, Special Advisor to the International Poverty Reduction Center in China• Peter Anaadumba, South-South Cooperation Officer, FAO• Ivan Cossio, Country Programme Manager, IFAD <p>Key questions:</p> <p>How are results from such activities best documented and disseminated in order to inform future interventions?</p>

	<p>What systems can/must be put in place to capture the results from knowledge exchange activities?</p> <p>What kind of methodologies are available to test and prove the effectiveness and value of such interventions?</p> <p>Discussion with all participants (45 minutes)</p>
14.00	<p>Session 3. Methodologies: Using grant mechanisms to facilitate the transfer of development solutions through South-South and Triangular Cooperation</p> <p>Moderated conversation with panellists (40 minutes)</p> <p>Chair and Moderator: Joaquin Lozano, Director, Latin America and the Caribbean Division, IFAD</p> <ul style="list-style-type: none"> • Francisco Reifschneider, Senior Researcher, Embrapa • Degi Young, Operations Officer, World Bank Group (via video conference) • Chioma Onukogu, African Development Bank (via video conference) • Abdelkarim Sma, Regional Economist, IFAD <p>Key questions:</p> <p>How can development and research institutions make the best use of finite grant resources to broker the flow of resources (such as knowledge, know-how, technologies and financing) between developing countries?</p> <p>How can the results garnered from these experiences be captured and disseminated?</p> <p>Discussion with all participants (40 minutes)</p>
15.40	<p>Session 4. Methodologies: Developing knowledge hubs and other models to capture and promote development solutions</p> <p>Moderated conversation with panellists (40 minutes)</p> <p>Chair and Moderator: Sana Jatta, Director, East and Southern Africa Division, IFAD</p> <ul style="list-style-type: none"> • Stanlake Samkange, Director Policy and Programme Division, World Food Programme • Jacques Pages, Agronomist and Delegate for Platforms in Partnerships, CIRAD • Steffen Janus, Senior Operations Officer, World Bank Group (via video conference) • Matteo Marchisio, Country Programme Manager, IFAD <p>Key questions:</p> <p>What are 'knowledge hubs' and how do they work? How can knowledge hubs be integrated into country and regional approaches to rural development?</p> <p>How do agricultural research organizations share knowledge among their own scientists as well as practitioners? Are there emerging models in this field which should be considered?</p> <p>What are centres of excellence – and how do such approaches benefit developing countries? How can they be leveraged to deliver results?</p> <p>Discussion with all participants (40 minutes)</p>
17.00	<p>Wrap-up</p> <p>Perin Saint Ange, Director and Chief of Staff, Office of the President and Vice-President, IFAD</p> <p>Josefina Stubbs, Associate Vice-President, Strategy and Knowledge Department, IFAD</p>

Participant list

Member State participants

Marcio Alonso Bezerra dos Santos, Secretary, Alternate Permanent Representative, Brazil
Zhengwei Zhang, Counsellor, Deputy Permanent Representative, China
Felipe Steiner Fraser, First Secretary, Alternate Permanent Representative, Colombia
Abreha Ghebrai Aseffa, Minister Plenipotentiary, Deputy Permanent Representative, Ethiopia
Alexandre Avril, Counsellor, Deputy Permanent Representative, France
Martin Landais, Economic Adviser, Deputy Head Regional Economic Department, France
Nii Quaye-Kumah, Minister, Alternate Permanent Representative, Ghana
Fabian Muya, Agricultural Attaché, Alternate Permanent Representative, Kenya
Lee Eun Jeong, Counsellor (Agricultural Attaché), Alternate Permanent Representative, Republic of Korea

Guest panellists

Peter Anaadumba, South-South Cooperation Officer, FAO
Edem Bakhshish, Chief, Division for Arab States, Europe and the CIS, United Nations Office for South-South Cooperation
Ariel Halpern, Vice President, PROCASUR
Steffen Janus, Senior Operations Officer, World Bank Group
Li Xiaoyun, Special Advisor to the International Poverty Reduction Center in China
Chioma Onukogu, Principal Resource Mobilization Officer, African Development Bank
Jacques Pages, Agronomist and Delegate for Platforms in Partnerships, CIRAD
Annalisa Prizzon, Research Fellow, Overseas Development Institute
Francisco Reifschneider, Senior Researcher, Embrapa
Stanlake Samkange, Director, Policy and Programme Division, World Food Programme
Degi Young, Operations Officer, World Bank Group

IFAD speakers, moderators and panellists

Josefina Stubbs, Associate Vice-President, SKD
John McIntire, Associate Vice-President, PMD
Perin Saint Ange, Director and Chief of Staff, OPV
Hoonae Kim, Regional Director, APR
Khalida Bouzar, Regional Director, NEN
Joaquin Lozano, Regional Director, LAC
Sana Jatta, Regional Director, ESA
Abdelkarim Sma, Regional Economist, NEN
Ivan Cossio, Country Programme Manager, LAC
Ronald Hartman, Country Programme Manager, APR
Matteo Marchisio, Country Programme Manager, APR

Guest panellist biographies

Peter Anaadumba
South-South Cooperation Officer
FAO

Prior to joining FAO as an international consultant, Peter Anaadumba, a Ghanaian national, served as director of a national NGO in Ghana and worked with various international organizations as project manager. Within FAO, he has worked in the areas of policy, rural poverty reduction and value chains development and currently works in the area of South-South cooperation, mainly in sub-Saharan Africa. Anaadumba holds an undergraduate degree in financial accounting, an international MBA in management and strategy and an MSc in development economics.

Edem Bakhshish
Chief, Division for Arab States, Europe and the CIS
UN Office for South-South Cooperation

Prior to assuming his current responsibilities, Edem Bakhshish was in charge of the South-South Cooperation Advocacy initiative led by the UN Office for South-South Cooperation from its headquarters in New York. Concurrently, he was trust fund manager for the Pérez-Guerrero Trust Fund for South-South Cooperation (www.g77.org/pgtf). Before he joined the UN Office for South-South Cooperation in 2007, Bakhshish worked as Assistant Resident Representative/Head of Governance and HIV Programmes at UNDP Russia. From 2003 to 2005, he was Assistant Resident Representative at UNDP Kyrgyzstan, where he also acted as the regional coordinator for the EU-funded Border Management Programme for Central Asia (BOMCA). From 2001 to 2002, he served as Senior Economic Policy Adviser at UNDP Ukraine, where he led the preparation of the National Human Development Report team on the Power of Decentralization (released in 2003) and from 1995 to 2001 as economic component team leader for the UNDP Crimea Integration and Development Programme in Ukraine. Bakhshish holds a BA in management (major in financial management) from the Taurian Institute of Entrepreneurship and Law, Ukraine, a diploma of specialization in economics from the same institute and a master of management (international business relations) from the International Business School of the Peoples' Friendship University of Russia (named in honour of Patrice Lumumba).

Ariel Halpern
Vice-President
PROCASUR

Ariel Halpern, Vice-President, joined PROCASUR in 2002. Born in Chile, he graduated in sociology and cultural studies and now lives in Thailand, where he coordinates PROCASUR's regional office. He has been working closely with several IFAD divisions over the last ten years, leading programmes in Africa, Asia and Latin America. As PROCASUR believes so does Halpern that viable solutions are already available to fight rural poverty in the Global South and that the fastest way to scale them up is through the exchange of practitioners. Time, practice and years of fieldwork made Halpern understand the importance of local champions in rural development investments and advocate in favour of their inclusion.

Steffen Janus
Senior Operations Officer
World Bank Group

Steffen Janus leads the Global Development Learning Network (GDLN) Global Secretariat as part of the Knowledge Exchange Unit in the World Bank Institute's Operations and Partnerships Division. GDLN is composed of 120 top training and management institutes worldwide that collaborate in the design of customized learning solutions for people working in development. The GDLN Global Secretariat gives capacity development advisory support to World Bank staff in knowledge exchange best practices and methodologies across all sectors, as well as to affiliates of GDLN. Prior to his current position, he led the World Bank Institute's team responsible for e-learning, learning design and pedagogy. He has over 13 years of experience in the private sector, running design and media consulting companies. In the public sector, he has managed teams and projects in adult education and knowledge management. Before joining the World Bank, he was the founder and CEO of a digital media consulting agency in Germany. Janus holds an MBA from Columbia University in New York City.

Xiaoyun Li
Chief Senior Advisor of the International Poverty
Reduction Center in China

Xiaoyun Li is the former Dean of the College of Humanities and Development Studies, and the Dean of the School of Public and Policy Studies and the Director of the Research Center for International Development at China Agricultural University. He is Chief Senior Advisor of the International Poverty Reduction Center in China (IPRCC) and Director of China-DAC Study Group. In 1987, he received a PhD in agricultural sciences from Beijing Agricultural University (now China Agricultural University) and worked as policy analyst in the Research Department for Rural Development of the Central Party's Committee. In 1989, he became the Director of the International Rural Development Center at Beijing Agricultural University. After 1990, he pursued development studies in Germany and the Netherlands and continued his PhD study in development sociology in the Netherlands. He holds

advisory posts in many institutions (such as the Chinese Agriculture Economics Society, the China Women's Studies Society, the State Council Leading Group Office of Poverty Alleviation and Development, the All Women's Federation in China, the China Association for NGO Cooperation, the China Foundation for Poverty Alleviation, ONE, ESRC/DFID (in the United Kingdom) and the IDS/DFID Rising Power initiative. His work covers development intervention, gender and development, poverty reduction, climate change, international development aid, China's foreign aid, China and Africa, and Africa's agricultural development. He received many awards, including the China Poverty Reduction Award and the Youchange Poverty Research Award. He has been working as senior expert for the Asian Development Bank, the World Bank, UN agencies, and other bilateral agencies and international NGOs in Africa, Asia, China and Latin America.

Chioma Onukogu
Principal Resource Mobilization Officer
African Development Bank

Chioma Onukogu is a Principal Resource Mobilization Officer with the resource mobilization team at the African Development Bank. She has worked with the Bank for over 17 years and has garnered invaluable experience and skills in: resource mobilization; negotiation of technical cooperation agreements with countries in Africa, the Americas, Asia and Europe; management of technical cooperation trust funds; and partnerships arrangements with other multilateral development banks, UN specialized agencies and African continental/regional organizations. In addition, Onukogu has broadened her expertise by participating in the formulation of policies, strategies, guidelines and country strategy papers for Botswana, Lesotho, Namibia and Zimbabwe, and in the periodic review of the Bank's Portfolio Performance Review in these countries. Since joining the Bank in 1997, Onukogu has worked in various capacities for the Bank's headquarters/offices in the Côte d'Ivoire, South Africa, Tunisia and Zimbabwe. Before then, she worked as a marketing executive in various private entities in Nigeria. Onukogu holds an LL.M with specialization in commercial and corporate law from the University of London (Queen Mary and University College London), United Kingdom, an MILD and a BA in English from the University of Lagos, Nigeria. Onukogu is an accredited member of the Partnership Brokers Accreditation Scheme (PBAS), United Kingdom.

Jacques Pages
Agronomist, Centre de Coopération Internationale en
Recherches Agronomiques pour le Développement (CIRAD),
Delegate for Platforms in Partnerships

Over 35 years, Jacques Pages has gained expertise in tropical agriculture and research management. For 18 years he was posted in southern countries (Africa and Asia) and the Mediterranean area as a scientist working in water management, horticultural production, and urban and peri-urban agriculture. He has served as the Cirad Regional Director first in Western Africa and then in France. He was scientific counsellor to the French Permanent Representation in Rome to FAO, IFAD and WFP in 2014. His last position in Cirad was Deputy General Manager (2011-2013).

Annalisa Prizzon
Research Fellow
Overseas Development Institute

Annalisa Prizzon is a research fellow at ODI's Centre for Aid and Public Expenditure, working on development finance issues (aid effectiveness, debt sustainability analysis and development macroeconomics). She has served as an economist and policy analyst in academic institutions and international organizations (World Bank Group and OECD). She is an experienced researcher across topics (aid, external debt, development finance, guarantees for development and blended finance, trade, foreign direct investment and climate finance) and regions (including fieldwork in Ethiopia, Fiji, Ghana, Kenya, Malawi, Papua New Guinea, Senegal, Viet Nam and Zambia), being proficient in both quantitative and qualitative research methods, with more than 50 publications in peer-reviewed journals, edited books and research reports. At ODI, she is currently leading a team, analysing the implications of the new development landscape at country level, informing national development strategies with case study research commissioned or supported by AusAid, DFID, the Gates Foundation, OECD and UNDP. She holds a PhD in economics and public finance with a focus on external debt sustainability in low-income countries.

Francisco Reifschneider
Senior Researcher
Embrapa

Francisco Reifschneider, a Brazilian national, graduated from the University of Brasilia and received his PhD from the University of Wisconsin, United States, in plant pathology (1979). His technical and scientific expertise focused on plant pathology and plant breeding, and most of his technological contributions have been linked to the development of disease-resistant vegetable cultivars and hybrids, which today occupy significant areas in Brazil. As a university professor, he has advised students from Cornell University, ESALQ/USP, FTB, UENF and the Universidade de Brasilia (UnB), in Brazil. He has published several books and scientific/technical papers. As a manager, he has occupied several positions in Brazil and abroad: Technical Director and Director General of the National Research Center for Vegetable Crops in Brasilia; Agricultural Officer at the Investment Centre, FAO, in Rome (1991-1995); and Director (CEO) of the Consultative Group on International Agricultural Research, World Bank, Washington, DC (2001-2007). He has served in advisory positions in the public, national and international private sectors. Presently, he is a Senior Researcher at Embrapa (Brazilian Agricultural Research Corporation) and previously served as Advisor to the President, in charge of strategies. Most of his ongoing activities are linked with international cooperation, coordination of the Agricultural Innovation Marketplace (www.mktplace.org) and pepper breeding. Reifschneider has received major awards, including Embrapa's highest award, the Frederico de Menezes Veiga Prize in 1989 and the highly-valued Jabuti Prize in 2001 for the book *Capsicum - pimentas e pimentões no Brasil*. His new book, *Novos ângulos da história da agricultura do Brasil*, was also a Jabuti Prize Finalist in 2011.

Stanlake Samkange
Director of the Policy and Programme Division
World Food Programme

Stanlake Samkange serves as the Director of the Policy and Programme Division of the UN World Food Programme (WFP), a position he assumed on 1 February 2013. From April 2011 to January 2013, he served as Regional Director for East and Central Africa, WFP's largest regional bureau accounting for over 36 per cent of WFP's total operations. From 2008 to 2011, he was the WFP Representative and Country Director in Uganda, managing an operation that included emergency, transition and development responses. From 2003 to 2007, he served in Rome as WFP Director for Policy, Strategy and Programme Support. Prior to 2003, he served as Director of Research for the International Commission on Intervention and State Sovereignty (which coined the "Responsibility to Protect") and was a Member (Rapporteur) of the Security Council's Panel of Experts set up to investigate the violation of sanctions against UNITA in Angola. Samkange served in the Office of the Secretary-General as a speechwriter from 1993 to 1996 and as a Political Officer in the Department of Political Affairs from 1996 to 1998. He practised law in Washington, DC, with Covington & Burling and was educated at Harvard University (A.B.), Oxford University and Stanford University Law School (JD). He is a national of Zimbabwe.

Degi Young
Program Manager
World Bank Group

Degi Young is the Program Manager of the South-South Experience Exchange Facility (South-South Facility). The South-South Facility is a multi-donor trust fund that enables sharing of development experiences and knowledge among World Bank client countries. Over the past five years, Young has developed strategies to transform the South-South Facility from a funding mechanism into a client-focused results-based knowledge exchange programme. She is currently leading an initiative to track South-South Knowledge Exchanges within Bank Operations. Prior to her appointment, Young held various positions in the World Bank, ranging from managing portfolios and coordinating complex programmes, to designing and implementing effective knowledge exchange programmes. Young holds an MA in international education with a concentration on distance-learning from George Washington University, United States, and an MSc in computer science from the University of Maryland, United States.



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