



Food and Agriculture
Organization of the
United Nations



FAO'S **QUICK GUIDE**
to South-South Cooperation
Fostering partnerships among the Global South



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Foreword

Countries in the South offer a myriad of development solutions – knowledge, experiences, good practices, innovative policies, technologies, and resources – that have proven cost-effective and have huge potential to be up-scaled for the benefit of others. This Guide starts from the premise that South-South Cooperation (SSC) is playing a greater role than ever before in the international development landscape. Innovation in the South is generating new tools and partnerships for tackling issues of food insecurity, poverty and sustainable agriculture. In addition, Triangular Cooperation is a growing phenomenon, whereby a third party, usually an Organisation for Economic Co-operation and Development (OECD) country or multilateral organization, provides resources to facilitate SSC.

With increasing global flows of SSC and its important role in agriculture and food security, this Guide provides you with key elements on how to position FAO as SSC facilitator. From how to initiate and make the match between host and provider country, through to implementing and evaluating SSC initiatives, it provides you with step-by-step guidance for quality programming. Practical tips and tools are provided throughout, alongside case studies describing good practices and lessons learned drawn from FAO's longstanding history in SSC.

The aim of this Guide is to help you mobilize SSC as a complementary instrument to North-South Cooperation, as a means to deliver on FAO's mandate and the broader post-2015 sustainable development agenda. It will also equip you with the tools required to raise the profile of countries engaged in SSC as well as encourage others that they have something to offer.

Your feedback is welcomed.



Jong-Jin Kim

Director, South-South Cooperation and Resource Mobilization Division

Introduction

Section I provides the **rationale** and **context** for South-South and Triangular Cooperation and SSC's distinct set of principles. It explains FAO's role as facilitator and how Southern know-how, innovations and technologies are successfully helping to achieve common development goals. FAO's commitment to SSC is described in its corporate Strategy, alongside the roles and responsibilities of lead actors within the Organization.

Section II sets out how to **approach SSC**, both from a host country and provider and/or triangular partner perspective. It highlights a number of prerequisites to think about before embarking upon an SSC initiative to ensure a strategic and targeted approach. Building on the definition and principles of SSC, this section explores various modalities for exchange, alongside key criteria and a step-by-step process for formulation, implementation, and monitoring and evaluation. Considering that, to date, FAO's main SSC providers are Middle-Income Countries (MICs) or emerging economies, such as Brazil and China, the aim is to build the provider base through engaging in broader partnerships. In particular, FAO aims to engage additional emerging economies with high potential to provide both technical and financial resources for food security and agricultural development.

Section III stresses the importance of a **coordinated corporate approach**, and explains the support services offered by the South-South Cooperation and Resource Mobilization Division (TCS), alongside dedicated SSC officers in each region. Additional tools for support and training opportunities are also highlighted.

Engaging in SSC requires a joint effort between Decentralized Offices (DOs), Strategic Objective (SO) Teams and technical departments, together with TCS. SSC is country demand-driven and FAO's role is to act as neutral broker; finding the 'best possible match' between the need (host country) and the offer (provider country), as well as the most appropriate modality for South-South exchange.



Section 1

An Introduction to South-South and Triangular Cooperation and the FAO Context

Hunger and malnutrition can be eradicated from our world within our lifetime and FAO is committed to capitalizing on a wide range of Southern development solutions to turn this vision into a reality. Given the emphasis placed on SSC by member countries and the Director-General himself, turning FAO's SSC Strategy into action is a clear commitment and imperative for FAO.

This section provides an overview of the importance of SSC as a complementary model to North-South cooperation. It outlines FAO's role as a leading SSC facilitator, presenting the SSC Strategy and key SSC principles. The roles and responsibilities of key actors in the Organization are described, alongside the support functions offered by the SSC Team at headquarters and SSC regional officers.

SSC is to be considered as a highly relevant and cost-effective complementary means to delivering on FAO's Strategic Framework at global, regional and country level.

1.1 Rationale – Why South-South and Triangular Cooperation?

Despite progress made in reducing chronic hunger and malnutrition in the last two decades, over 800 million people still go hungry every day.

Given this situation, FAO has set ambitious but achievable targets through its renewed Strategic Framework and its contribution to global food security.

SSC is a rapidly growing movement. There is an increasing number of willing Southern providers making themselves known and gaining stature in the international development landscape. There is also an increasing number of countries demanding SSC; interested in exploring what development solutions have worked elsewhere in the South and can be adapted to their own specific contexts. Triangular Cooperation is also gaining momentum, whereby a third party contributes by providing financial resources or additional expertise.

FAO's over 20 years' experience shows that a wide range of development practitioners and policy-makers are eager to share new ideas through multiple exchange modalities. They are keen to learn from each other and build partnerships based on equity, trust, mutual benefit and long-term relationships. Grounded in the principles of solidarity and mutual benefit, SSC has proven more cost effective and is seen as being deeply relevant between countries which have more recent experience in tackling development issues in similar socio-economic or ecological zones.

What is SSC?

SSC is the mutual sharing and exchange of key development solutions – knowledge, experiences and good practices, policies, technology and resources – between and among countries in the global South.

Triangular Cooperation involves partnerships between two or more developing countries along with a third partner, typically a traditional resource partner and/or multilateral organization.

SSC Principles

Normative Principles

- Solidarity
- National ownership and leadership
- Mutual benefit
- Partnership among equals
- Non-conditionality
- Complementarity
- Respect for National Sovereignty and non-interference in domestic affairs

Operational Principles

- Mutual accountability and transparency
- Development effectiveness
- Coordination of evidence- and results-based initiatives
- Multistakeholder approach

1.2 FAO's Role as SSC Facilitator

FAO is recognized as a leading facilitator of SSC for food security and agricultural development. With over two decades of experience, it has helped connect SSC country demand and supply, as well as ensure the quality of the exchange. Increasingly, countries are requesting support, recognizing the Organization's role as a neutral broker.

FAO is considered well placed to facilitate SSC, due to what it brings to the partnership. FAO's comparative advantages include:

- **a framework for cooperation** – tried and tested framework for cooperation, setting SSC in a broader context to reach national food security and agricultural development goals;
- **quality assurance** – technical quality assurance and backstopping in line with FAO's mandate and compliance with SSC principles;
- **country presence** – broad network of over 120 country, subregional and Regional Offices (ROs). This enables FAO to support the operational, logistical and technical aspects of the exchange.

1.3 FAO's SSC Strategy and Trends

In 2012, FAO established a dedicated SSC team at its headquarters, together with a network of SSC officers in each region. In 2013, FAO launched its corporate SSC Strategy, setting out a broader vision to mainstream SSC as a key mechanism to deliver on FAO's Strategic Framework. In addition, FAO expanded the range of SSC modalities for exchange beyond the fielding of experts, to include policy dialogues, short-term study tours, training and technology exchange. These broader and more flexible modalities are opening up a wide variety of SSC opportunities at policy, institutional and grassroots levels.

Statistics show that increasing numbers of Southern providers are offering technical resources to meet country demand. However, leveraging more financial resources is critical. Over the years, FAO has been involved in fielding more than 1 900 Southern experts to over 80 host countries, helping local partners improve their expertise in food and agriculture and realize food security. Most of FAO's SSC projects have been funded by MICs. In 2014 financial contributors to SSC included Angola, Brazil, China, Mexico, Japan, the Republic of Korea, Turkey and Venezuela. Over and above these figures were new commitments, such as the major boost of USD 50 million from China, as well as substantial commitments from Brazil, Morocco and Venezuela. In addition, innovatively, Angola and Nigeria funded the supply of expertise from Brazil and China, from their own national budgets. Furthermore, new funding sources, such as the Africa Solidarity Trust Fund (ASTF) SSC Facility, have attracted more flexible resources in support of intraregional SSC.

Moving forward, FAO aims to engage more countries as SSC providers and upscale programmes with existing partners to meet growing demands. In particular, FAO is engaging with MICs (which now represent more than 50 percent of its membership) to encourage greater partnership and jointly shape ways to rise to the challenge of increasing demand.

SSC is seen as an effective and efficient means to achieving all areas of FAO's mandate and is currently being mainstreamed as an implementation tool in support of all of the SOs, Regional Initiatives (RIs) and Country Programming Frameworks (CPFs). Within a strategic approach, SSC is to remain country demand-driven, flexible and responsive to governments' requests.

FAO's SSC Strategy, launched in 2013, sets out a broad vision and is aimed at making progress in four key areas, influencing change at policy, institutional and grassroots levels (see **Figure 1**):

Objective 1: Facilitating the exchange of development solutions:

- broadened and strengthened SSC modalities;
- demand-driven and responsive SSC programmes at country and regional level, building national and institutional capacities.

Objective 2: Promoting knowledge networks and platforms:

- existing SSC knowledge platforms identified, promoted and strengthened;
- FAO online SSC Gateway developed and maintained, showcasing Southern institutions and rosters of experts.

Objective 3: Providing upstream policy support:

- policy awareness creation and advocacy for SSC strengthened;
- policy advice and support to member countries enhanced;
- SSC policy dialogue(s) and exchange facilitated.

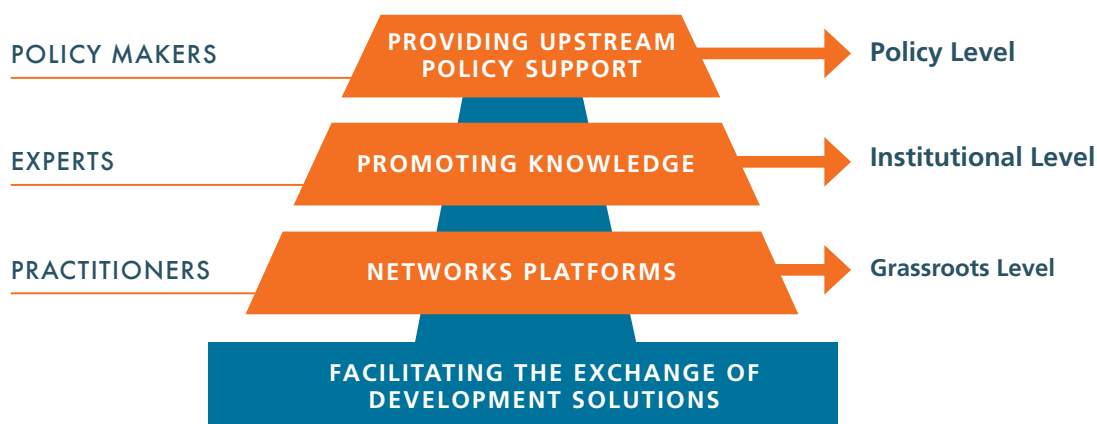
Objective 4: Fostering an enabling environment for effective SSC:

Internal

- SSC mainstreamed as a key delivery mechanism across the SOs, RIs, CPFs and United Nations Development Assistance Framework (UNDAFs);
- technical SSC capacity enhanced at FAO headquarters and in DOs;
- monitoring and evaluation of SSC programmes strengthened.

External

- partnerships and strategic alliances broadened and SSC visibility enhanced;
- adequate and sustainable resources mobilized.

FIGURE 1: SSC STRATEGY

1.4 Roles and Responsibilities for SSC

In order to up-scale and mainstream SSC at all levels many actors across the Organization have a role to play. Senior Managers are expected to strategically guide the engagement of countries and their expertise as well as spearhead SSC initiatives. It is their responsibility to ensure that the teams under their supervision contribute to resource mobilization and SSC to achieve results. Since SSC occurs largely at the country level, between and among countries, FAO Representatives (FAORs) have a particularly critical role to play.

SSC, like resource mobilization, is a means to an end, and engaging partners requires a coordinated approach. TCS' main function is to provide an enabling environment, institutionally and among partners. TCS at headquarters and the network of SSC regional officers actively promote the mainstreaming and adoption of SSC to advance FAO's SOs, RIs and CPFs.

In summary, TCS designs and sets FAO's overarching SSC strategy, policies, guidelines and procedures to facilitate the efficient and effective connect between Southern country demand and supply. Multiple actors are required across FAO and externally to make SSC happen. Given that SSC is often dependent on financial resources, TCS also assists in mobilizing resources (both financial and in-kind) from the host or provider countries or via triangular partnerships. For more information on main services provided by TCS and SSC regional officers see Section III.

TCS should be notified in advance of any SSC arrangement in the pipeline (TCS-Director@fao.org), so the appropriate support can be provided. Also, TCS aims to maintain a comprehensive overview and ensure high-visibility for SSC facilitated activities across the Organization.

1.5 SSC and the wider United Nations System

The United Nations Office for South-South Cooperation (UNOSSC) coordinates SSC activity across the UN System. As Special Envoy to the UN Secretary-General, UNOSSC advises on policies, monitors and showcases SSC at the highest level. Each year, the UNOSSC hosts a Global South-South Development Expo (GSSD) to highlight SSC and facilitate policy dialogue. FAO is part of an SSC Task Team charged with promoting and leveraging SSC in support of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs).

Rome-based UN agencies also collaborate on SSC, through informal networking to find synergies and jointly build on successes and lessons learned.

Section 2

How to Approach South-South and Triangular Cooperation – Key Steps

South-South Cooperation is essentially development cooperation between the South. It largely involves capacity development to bridge knowledge or technology gaps, through sustainably enhancing capacities at a number of different levels (individual, organizational and enabling environment). SSC is based on the premise that although developing countries face many development challenges, they also possess numerous innovative solutions to effectively address them.

This section outlines a number of prerequisites to consider and presents the key steps to approaching SSC; whether from a host, provider or triangular partner perspective. The key steps are closely associated with FAO's Project Cycle and include:

1. Identify and make a request/offer;
2. Formulate the SSC initiative;
3. Reach an SSC agreement;
4. Implement the SSC initiative;
5. Monitor and evaluate;
6. Communicate results.

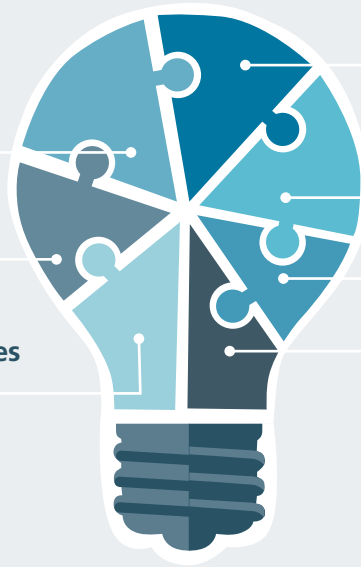
SSC can involve a wide range of development solutions and SSC modalities for exchange. It requires carefully specifying the exact needs and matching these with a specific provider, whilst ensuring the quality of the exchange. Furthermore, options for funding the exchange need to be looked into right from the start, as financial resources can often be the 'make or break' of the initiative.

Since SSC should be country-driven, a key juncture at which SSC should be considered is during CPF formulation and review. During CPF design, dialogue with the government provides an important opportunity to discuss country needs that could be met through SSC as well as what the country may offer as a provider.

Section 2: Overview

THINK ABOUT

- A Programmatic Approach
- Technical Areas for Collaboration and relevant SSC Modalities
- SSC Principles and Standards



- Main Partners and Resource Partners Identified
- Sustainability
- Making a Plan
- A Coordinated Approach

KEY STEPS

IDENTIFY AND MAKE A REQUEST

- Needs analysis
- Formal request
- Scope the match

FORMULATE THE SSC INITIATIVE

- Make the match to the offer/provider
- Develop a concrete plan, or project document and Terms of Reference to which all the partners involved abide

HOST

01

02

03

04

05

06

PROVIDER/
TRIANGULAR
PARTNER

01

02

REACH AN SSC AGREEMENT

- Finalize agreement
- Media coverage of signature ceremony

IMPLEMENT THE SSC INITIATIVE

- Implement according to the project document

MONITOR AND EVALUATE

- As per the agreement, measure progress at agreed intervals and against the project document log frame

COMMUNICATE RESULTS

- As per the communication plan, widely communicate results to raise visibility of SSC and partners' roles

IDENTIFY AND MAKE AN OFFER

- Offer analysis
- Formal offer
- Scope the match

FORMULATE THE SSC INITIATIVE

- Develop the strategic scope of the collaboration
- Make the match to the need/host
- Draft agreement e.g. Memorandum of Understanding, Tripartite Agreement



COORDINATION SUPPORT

South-South Cooperation and Resource Mobilization Division (TCS) and main SSC regional officers

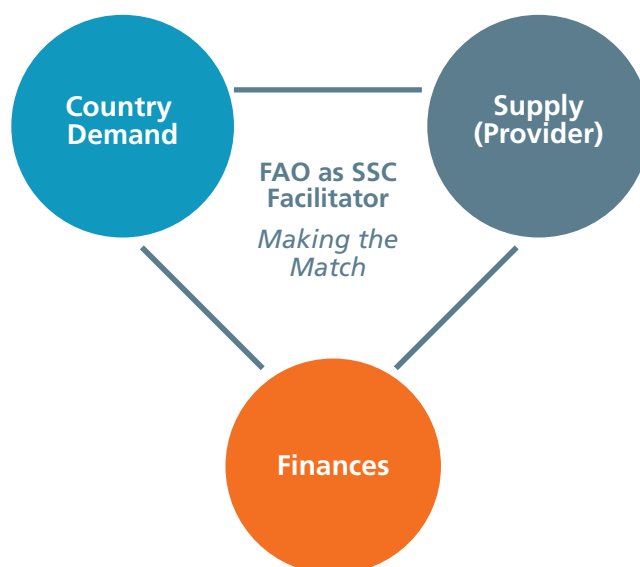
2.1 Before You Start

FAO's role as facilitator of SSC is largely about "making the match" between country demand and supply, securing resources to deliver, ensuring the quality of the exchange and raising the visibility of results. See Figure 2.

Before engaging in SSC, it is useful to think about a number of prerequisites. Once these are thoroughly thought through, six key steps to launching an SSC initiative can be followed, with the support of TCS and SSC regional officers.

Whether starting from a host country, provider and/or triangular partner perspective, it is important to think about the following:

FIGURE 2: MAKING THE MATCH



THINK ABOUT 	KEY QUESTIONS	
	Host country perspective (the country demand/request)	Provider country and/or triangular partner perspective (the country supply/offer)
A Programmatic Approach	<ul style="list-style-type: none"> Is the request anchored in a wider programmatic approach, responding to established needs/demand and contributing to key results at national, regional and/or global level? 	<ul style="list-style-type: none"> Is the country considering a strategic approach to SSC, ie. is the offer clearly related to FAO's Strategic Framework, contributing to key results at national, regional and/or global level?
Technical Areas for Collaboration and Relevant SSC Modalities	<ul style="list-style-type: none"> Are there offers of technical areas for collaboration? From which countries? Based on the need, which are the most appropriate and are they willing to cooperate? Through which SSC modality/ies will the solutions be shared? 	<ul style="list-style-type: none"> What technical areas of support are offered and by who? And through which institutions? Through which SSC modality/ies? Geographical preference? What are the agreed criteria for selecting SSC initiatives?
SSC Principles and Standards	<ul style="list-style-type: none"> Does it abide by SSC principles and standards (see Annex 3)? 	
Main Partners, including Resource Partners	<ul style="list-style-type: none"> Are all the main actors committed to the initiative? Are there sufficient financial and/or in-kind resources available or good potential to mobilize them? 	<ul style="list-style-type: none"> Are all the main actors committed to the initiative? What financial provisions are foreseen and/or what is the plan to mobilize them?
Sustainability	<ul style="list-style-type: none"> What measures will be put in place to ensure sustainability of the results? 	
Making a Plan	<ul style="list-style-type: none"> How will you reach out to potential providers and resource partners for this initiative? Who will deliver on the plan? 	
A Coordinated Approach	<ul style="list-style-type: none"> Are the main actors in FAO aware of your SSC initiative? Have you sought agreement/support? Who will take the lead? 	

Of these prerequisites, it is particularly important to think about the technical areas and the modalities of exchange. SSC often comes down to matching a very specific offer of technical expertise or a technological solution with a very specific need. It is important to assist countries to clearly articulate what they are offering and/or what they require. In addition, as mentioned, the 'make or break' of SSC comes down to the availability of financial resources. These critical considerations are expanded on below.

2.1.1 Finding a Provider and Choosing an Appropriate SSC Exchange Modality

Finding a willing provider and choosing the appropriate SSC modality to meet a country's needs can be a complex process. TCS and SSC regional officers can support the needs analysis and make an appropriate match.

FAO has recently launched the **SSC Gateway** to support information sharing on the wide range of Southern institutions and expertise available. While it is not an exhaustive list of institutions in a country, it provides a window into what may be on offer. In addition to identifying possible Southern partners for FAO's programmes and projects, it provides a useful information platform to assist member countries to engage in SSC bilaterally.

In addition to the Gateway, a more immediate means to responding to a country's needs is to consult TCS and SSC regional officers on existing SSC Trust Funds. These may offer wide-ranging technical expertise:

- [FAO-China Trust Fund](#)
- [FAO-Japan Trust Fund](#)
- [FAO-Morocco Trust Fund](#)

FAO'S SOUTH-SOUTH COOPERATION GATEWAY

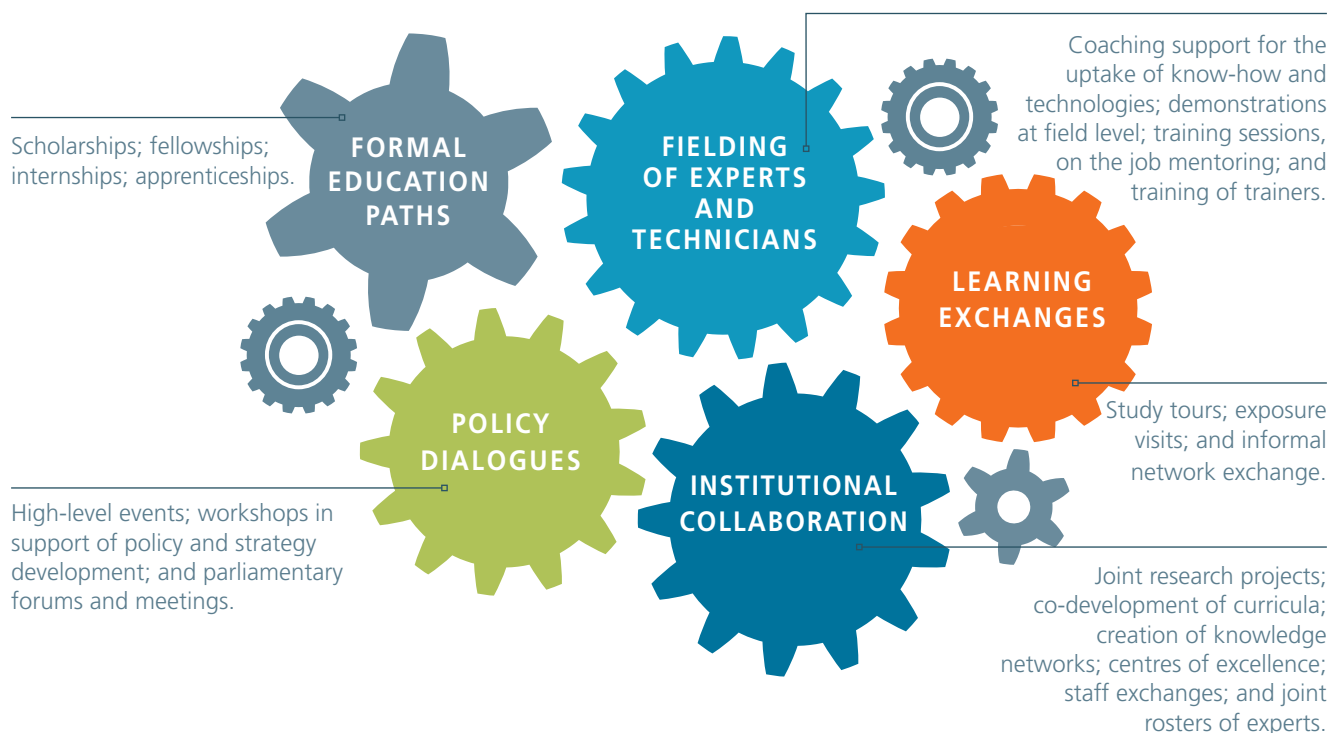
FAO's [SSC Gateway](#) is an online platform designed to share information about the wide range of food and agriculture institutions and expertise in the global South. The SSC Gateway allows users to:

- access information about institutions through searching by technical field and country, with links to their Web sites for further information. In some cases, a roster of experts associated with each institution is also provided;
- engage in South-South and Triangular Cooperation, directly between countries, institutions or through FAO;
- gain an overview of FAO-facilitated SSC initiatives.



Once a good match has been made between the provider and host partners, it is important to choose relevant exchange modalities. This can often take a lengthy negotiation process. **Figure 3** demonstrates most commonly used modalities, with some examples. It should be noted that this is by no means an exclusive list. The 'At a Glance: SSC Modalities for Exchange' table ([Annex 5](#)) provides the specificities of each.

FIGURE 3: DIVERSE AND FLEXIBLE SSC MODALITIES FOR EXCHANGE AT POLICY, INSITUTIONAL AND GRASSROOT LEVELS (see Annex 5 for more information)



Example: Policy Dialogue

A high-level forum on the achievements of South-South Cooperation in Africa (4-29 September 2013), was hosted by FAOR-Nigeria/National Organizing Committee at Abuja, Nigeria. Delegations from 15 countries, of which 8 were ministerial level, attended the forum including FAO and other United Nations agencies.

Example: Learning Exchange

The Ministers for Agriculture of Nigeria and Uganda and the Permanent Secretary of the Ministry of Agriculture of Malawi led study tour delegations to China where they participated in studying China’s agricultural development experience in legislation, policy, technology and market.

2.1.2 Mobilizing Resources for SSC

Once the appropriate match has been made, financial resources are required for implementation. Resources can be mobilized through a number of channels as illustrated in Figure 4. In keeping with the theme of cooperation, it is anticipated that each partner contributes financially to ensure successful ownership and implementation of the initiative. To this end, TCS can support outreach to potential resource partners to mobilize resources for SSC.

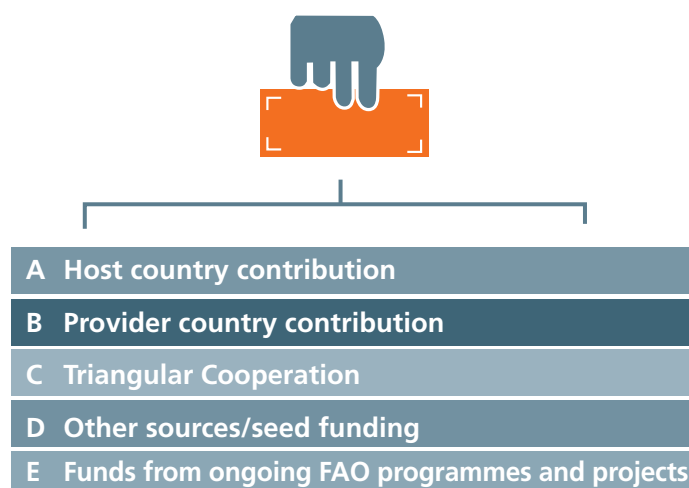
See [FAO’s Quick Guide to Resource Mobilization](#) for further guidance.

A. Host country contribution. Countries can provide co-financing in two ways:

- host governments can contribute financially to the cost of implementing SSC in the country by establishing a **Unilateral Trust Fund** (UTF). A UTF is a funding modality financed entirely by

a government for programmes or projects to be implemented in the country. There are three major funding sources for UTFs: national resources, the proceeds of grants, credits and loans made

FIGURE 4: METHODS TO FINANCE SSC



available to governments by International Financial Institutions (IFIs) and bilateral/multilateral direct grants or loans to governments;

- host governments, or non-state actors such as private sector or civil society, can also provide **in-kind contributions** in the form of logistical support, transportation, office space, housing, access to public medical services, and cover the cost of visas, among other things;
- non-state actors may also provide financial contributions provided they pass FAO's due diligence screening and an appropriate funding mechanism is arranged.

Example: In 2003 and 2007, Nigeria established two UTFs totaling approximately USD 42.3 million. These funds enabled the fielding of over 650 Chinese experts and technicians to support projects in sustainable agriculture and food security.

Example: In 2013 Angola provided USD 2.2 million and Brazil contributed expertise from from The Brazilian Agricultural Research Corporation (EMBRAPA) amounting to USD 875 000 in support of veterinary and agricultural research, rehabilitation and capacity development in Angola.

B. Provider country contribution. Countries providing expertise can contribute through:

- **A Government Cooperative Programme (GCPs)** and a Trust Fund for the implementation of the project;
- **in-kind contributions**, such as paying the home salaries of the experts while they are overseas and language training prior to deployment.

Example: In 2008, China established a USD 30 million Trust Fund in support of SSC. To date nearly 1 000 experts have been fielded to 24 host countries in Africa, Asia and Latin America and the Caribbean. China also provided in-kind contributions in the form of seeds and small technologies. In 2015, China signed a new SSC Framework Agreement with FAO for USD 50 million and this Trust Fund will contribute towards a wide range of activities in response to country requests and in support of FAO's Strategic Objectives.

Example: Brazil supports several SSC programmes, amounting to more than USD 100 million. These projects include short-term capacity development and policy dialogues on sustainable agriculture,

aquaculture, school feeding and food security in several countries in Latin America and Africa.

C. Triangular Cooperation. Triangular Cooperation involves a third party, typically a traditional donor, emerging economy or multilateral organization, facilitating SSC through finance or additional expertise.

Example: During 2010-15, Spain supported SSC between Namibia and Viet Nam through the establishment of a USD 1.8 million Trust Fund. This enabled Vietnamese experts to advise on the aquaculture sector to boost production.

Example: Japan has been supporting three Triangular Cooperation projects, since 2006, totaling USD 10.2 million. These have included rice and aquaculture production, strengthening agricultural statistics and evidence-based policy planning on climate change and food security. The first two projects involve fielding short-term expertise from the Association of Southeast Asian Nations (ASEAN) to share knowledge with experts from 30 African countries through training workshops. The third project supports climate change impact analysis and farming practices in countries in Asia and Latin America.







D. Other sources/seed funding. SSC should be considered for the technical assistance component of any project. The following sources can provide catalytic funding to start up relations between countries, which could then be further up-scaled through other sources.

- **FAO's Technical Cooperation Programme (TCP):** The TCP can be used to support SSC formulation missions or certain forms of short-term exchanges. It is essential that the government makes the request in line with the CPF and that TCP criteria and rules are followed.
- **Specific SSC funding sources:** the following list provides a comprehensive overview, prepared by UNOSSC, *Secretary-General SSC/17/3*. This list is not exhaustive and each facility or partner institution has its own requirements and application process.

E. Funds from ongoing FAO programmes and projects. SSC could be sourced through tapping ongoing FAO projects' technical assistance budget lines. This is probably the most immediate and effective means to scaling-up SSC.

2.2 Key Steps to Engaging in SSC

When negotiating SSC it is useful to consider six key steps. These are clearly associated with the FAO Project Cycle. TCS and SSC regional officers can help support the process:

STEP	HOST COUNTRY (FAOR primarily in the lead)	PROVIDER COUNTRY and/or TRIANGULAR PARTNER (TCS or Regional SSC Officer primarily in the lead)
 IDENTIFY AND MAKE A REQUEST OR OFFER	<ul style="list-style-type: none"> ■ Needs analysis ■ Formal request (Preliminary Request Form – Annex 1) ■ Scope the match 	<ul style="list-style-type: none"> ■ Offer analysis ■ Formal offer (Preliminary Offer Form – Annex 2) ■ Scope the match
 FORMULATE THE SSC INITIATIVE	<ul style="list-style-type: none"> ■ Make the match to the offer/provider ■ Develop a concrete plan, or project document (if necessary) and Terms of Reference (ToR) to which all the partners involved abide 	<ul style="list-style-type: none"> ■ Develop the strategic scope of the collaboration i.e. technical areas of collaboration, SSC modalities to be employed, etc. ■ Make the match to the need/host ■ Draft agreement e.g. Memorandum of Understanding (MoU), Tripartite Agreement (TPA)
 REACH AN SSC AGREEMENT	<ul style="list-style-type: none"> ■ Finalize agreement ■ Media coverage of signature ceremony 	
 IMPLEMENT THE SSC INITIATIVE	<ul style="list-style-type: none"> ■ Implement according to the project document 	
 MONITOR AND EVALUATE	<ul style="list-style-type: none"> ■ As per the agreement, measure progress at agreed intervals and against the project document log frame 	
 COMMUNICATE RESULTS	<ul style="list-style-type: none"> ■ As per the communication plan, widely communicate results to raise visibility of SSC and partners' roles 	

01

IDENTIFY AND MAKE A REQUEST OR OFFER

Expression of interest: Depending on the scope of the SSC initiative and modality/ies envisioned, this first step is vital to ensuring the initiative is based on country demand and that needs are clearly specified.

In many cases, SSC requests and offers come to TCS via multiple routes and are often not thoroughly detailed enough for efficient follow-up. To help assess and support the idea to move forward, TCS requests that FAORs, in particular, work with government officials to more precisely detail their SSC requests or offers:

- **For host country requests** – complete an SSC Preliminary Request Form (see [Annex 1](#)).
- **For provider country or institution offer** – complete an SSC Preliminary Provider Offer Form (see [Annex 2](#)) in order for TCS to assess the offer and make the connect with potential host countries. Often this results in an SSC Agreement,

MoU or a Letter of Agreement (LoA) being signed with the potential provider that FAO can activate when a match is made.

After these initial requests/offers are made known, different FAO procedures and rules apply to articulating the SSC initiative in more detail. For SSC initiatives:

1. Funded from **extrabudgetary sources or FAO TCP resources** – FAO’s Project Cycle standard procedures and rules apply;
2. Funded from **FAO regular programme resources/assessed contributions** – Relevant sections of FAO’s Administrative Manual apply (e.g. LoA, Travel, Human Resources).

Making the Match: The **FAO SSC Gateway** (see [page 10](#)) and ongoing SSC Programmes (such as China and Morocco) could help make the match for country demand.

QUICK CHECK! STEP 1: IDENTIFY

Result of Step	Associated Tools	Project Cycle Step	Responsible	Support
<p>For Host: SSC Preliminary Request Form completed and Official Country Request followed-up by FAOR, indentifying SSC needs and potential providers and resources</p> <p>For Provider: SSC Preliminary Provider Offer Form completed, with a view to signing an overarching agreement, such as an MoU between FAO and the provider</p> <p>If funded from extrabudgetary or TCP resources, project pipeline opened in Field Programme Management Information System (FPMIS) via Short Project Proposal (SPP)/Concept Note process</p> <p>Potential match is scoped</p>	<ul style="list-style-type: none"> ■ SSC Preliminary Request Form ■ SSC Preliminary Offer Form ■ SPP/Concept Note (in FPMIS) ■ FAO SSC online Gateway ■ Ongoing SSC Programmes (e.g. China, Morocco, etc.) 	Identification	Project Formulator ²	<ul style="list-style-type: none"> ■ TCS, SSC regional officers, and the Office of Partnerships, Advocacy and Capacity Development (OPC)

CASE STUDY 1

Morocco and FAO signed an agreement for USD 1 million in 2014 to benefit African countries through capacity building, sharing agricultural techniques and management methodologies. TCS, the Regional Office for the Near East (RNE) SSC officer and respective FAORs then assisted Morocco to engage with host countries. This involved working with each country to identify specific needs in line with Morocco’s offer. To date, four TPAs have been signed with Guinea, Guinea-Bissau, Mali and Swaziland. Project formulation then followed in line with the technical areas specified by Morocco, namely: irrigated agriculture, horticulture value chains and ministry-focused capacity building.

2 In many cases the Project Formulator is the FAOR.

02

FORMULATE THE SSC INITIATIVE

Formulating the SSC initiative in more detail is a vital next step. The formulation process may be complex and involve lengthy negotiations with all the parties involved, depending on the size of the SSC initiative and the funding source, and that is why it is important to involve TCS and the SSC regional officers at an early stage. As noted, different procedures and rules for formulation apply for SSC initiatives:

1. Funded from extrabudgetary sources or FAO TCP resources - FAO's Project Cycle standard procedures and rules apply;
2. Funded from FAO regular programme resources/ assessed contributions – Relevant sections of FAO's Administrative Manual apply (e.g. LoA, Travel, Human Resources).

Central to the SSC formulation step is a thorough **capacity needs assessment** with key stakeholders. SSC is largely about capacity development and the three dimensions of capacity development should be carefully examined. [Checklist 1](#) provides a helpful reference.

Depending on the size and complexity of the SSC initiative, and in most cases if funded from extrabudgetary resources, a joint formulation mission team may be fielded to the host country to co-develop the project document with the country team/FAOR. The project document becomes the operational, administrative and legal framework for implementation. If a formulation mission is deemed appropriate, it is often led and coordinated by TCS and/or the SSC Regional Officer and may involve FAO technical experts from the (sub)region or headquarters. The mission is usually composed of officers or experts from each SSC party, including the host country and the providing country or triangular partner.

SSC initiative/project formulation involves the following:

I. BACKGROUND RESEARCH AND CONSULTATIONS (Reference Project Cycle Identification Phase)

- Carry out desk research, including an overview of best technical practices, relevant Southern development solutions, potential partners and SSC modality/ies;
- consult with key SSC partners and scope of their involvement;
- invite TCS or the SSC regional officer to conduct a possible exploratory mission to the host country in preparation for the joint formulation mission (pre-formulation mission);
- identify specific programme components which will be implemented through SSC;
- identify sites for implementation;
- identify capacity gaps through a capacity needs assessment (reference Checklist 1), and define specific areas where the experts should focus their capacity development activities;
- recommend the most appropriate SSC modalities.

2. THE DESIGN PROCESS (Reference Project Formulation Phase)

- Conduct, if necessary, a joint formulation mission (on average one to two weeks) to define the scope and content of the SSC exchange;
- prepare a detailed log frame, integral to the overarching programme framework including indicators at output and outcome levels, as well as a proposed list of activities under each output;
- prepare ToRs for experts involved in the exchange;
- finalize institutional and logistical arrangements, and identify the counterpart staff;
- identify, if necessary, appropriate accommodation, transport, medical coverage and office facilities as well as arrangements for programme management, monitoring and evaluation;
- detail cost estimates and agree cost-sharing arrangements;
- draft project document and SSC agreement.

3. FINALIZE AND CLEAR PROJECT DOCUMENT AND FUNDING AGREEMENT (Reference Project Cycle Formulation and Appraisal and Approval Phase)

Follow the FAO Project Cycle guidance for final clearance and preparation of signature of the

funding agreement and SSC arrangement. The project should be tagged as a South-South Cooperation initiative in FPMIS by selecting the SSC qualifier (i.e. under the administration tab an SSC qualifier can be selected).

CHECKLIST 1: CAPACITY NEEDS ASSESSMENT

INDIVIDUAL CAPACITIES

What knowledge and skills are needed? What knowledge and skills gaps could be addressed by the SSC initiative?

What are proposed activities to enhance work behaviour and improve performance in this sector?

What are individuals' prevailing attitudes towards the desired changes in the sector?

What will the provider offer and through which SSC modality/ies?

ORGANIZATIONAL CAPACITIES

(Formal, informal, public and private, including community based organizations and research institutes)

Who are the **government focal points/counterparts**, the target organizations/**stakeholders** and what are their mandates?

In addition to organizations identified in the preliminary request template, which other ministries, government institutions and/or non-state actors work on the thematic area/sector, which should be involved in the SSC initiative?

What are the major strengths and weaknesses of target organizations? What are priority capacity gaps that can be addressed by the SSC initiative?

Do target organizations have adequate technical capacity (know-how, knowledge, technological approaches)? If not, what technical areas are targeted for SSC technical support and exchange?

Do target organizations have adequate functional capacities to uptake and sustain the changes – for example, are they able to enter into/negotiate partnership agreements with other stakeholders, implement projects and programmes, access and share knowledge, monitor and track progress? If not, what functional areas are targeted for SSC support and exchange?

Do target organizations function well in terms of their organizational structure, governance systems, strategic leadership, workflow processes? If not, what priority area is targeted for SSC support and exchange?

Are there mechanisms for ensuring coordination, information exchange and effective policy implementation amongst relevant organizations? What are the strengths and weaknesses of such mechanisms?

What will the provider offer and through which SSC modality/ies?

THE ENABLING ENVIRONMENT

Which relevant policies and national strategies already exist?

What are the capacity strengths and weaknesses at policy level? Which of these gaps could be addressed by the SSC initiative?

Are there national sources of funding to support and sustain this area of work in the longer term?

What can the provider offer and through which SSC modality/ies?

QUICK CHECK!**STEP 2: FORMULATE THE SSC INITIATIVE**

Result of Step	Associated Tools	Project Cycle Step	Responsible	Support
<p>Match made between host country and provider</p> <ul style="list-style-type: none"> ■ SSC initiative funded from extrabudgetary sources or FAO TCP resources - FAO's Project Cycle standard procedures and rules apply ■ SSC initiatives funded from FAO regular programme resources – relevant sections of FAO's Administrative Manual apply (e.g. LoA, Travel, Human Resources) <p>Where applicable, SSC project qualified as South-South Cooperation in FPMIS</p>	<ul style="list-style-type: none"> ■ If funded from extrabudgetary or TCP resources, FPMIS tools, including log frame matrix, work plan and budget and project document 	<ul style="list-style-type: none"> ■ Identification ■ Formulation ■ Appraisal and Approval 	<ul style="list-style-type: none"> ■ Project Formulator 	<ul style="list-style-type: none"> ■ TCS, SSC regional officers, and OPC

CASE STUDY 2

Building on the success and lessons learned from previous China-Uganda relations, both partner governments and FAO agreed to scale-up cooperation. Priority areas were identified through a joint formulation mission. Prior to the mission, with the support of the FAOR and TCS, the Ministry of Agriculture, Animal Industry and Fisheries developed a concept note, aligned to priorities outlined in the Agricultural Sector Strategic Plan (ASSP) and the Uganda-FAO CPF.

The joint formulation mission was then fielded, and involved:

- a three-day workshop with key stakeholders from each of the three parties to review and develop the concept note. This was crucial to the design of the project log frame because it helped to specify key focus areas ranging from horticulture, aquaculture, livestock and agribusiness, as well as the production of cereals, and identified relevant institutions whose capacities needed strengthening. It established the required expertise and the SSC exchange modalities through which China and Uganda would collaborate;
- a four-day field visit to assess potential project sites, consultation with relevant officials and key beneficiary farmers, to ensure that the local context and specific needs were taken into account. The goal being to establish these sites as technology/demonstration hubs for wider outreach;
- consultations and wrap-up meetings with stakeholders, through which the main components of the project document, including a budget, the precise modalities of exchange and accommodation arrangements were agreed on.

The project document led to the signing of an SSC TPA amounting to USD1.7 million and the project was launched in 2015.

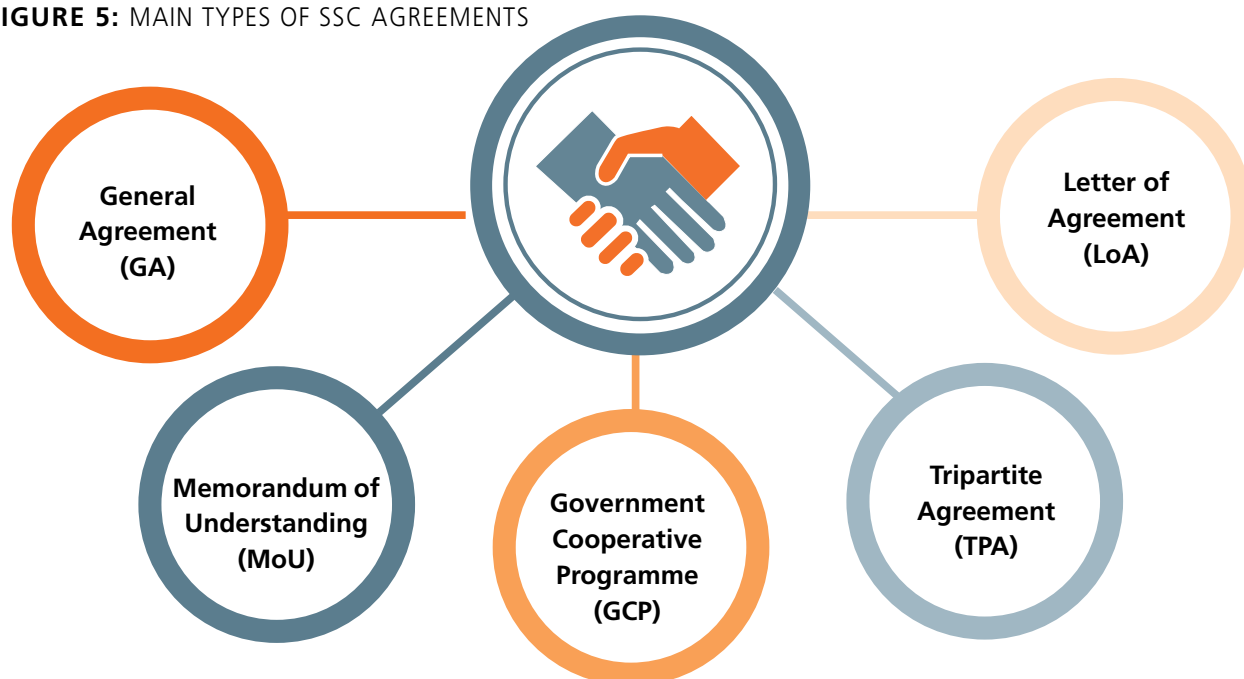
03

REACH AN SSC AGREEMENT

Reaching an SSC agreement involves thorough negotiations with all parties involved and clear compliance with FAO rules and regulations. TCS and the SSC regional officer should be involved in this step, to ensure that nothing is overlooked that could jeopardize

implementation. In line with the SSC initiative concept note or full project document, all parties confirm the modalities and financial arrangements for the SSC initiative. TCS supports the preparation of a range of agreements, as summarized in **Figure 5**.

FIGURE 5: MAIN TYPES OF SSC AGREEMENTS



These agreements should be seen as a menu, used and modified, as applicable, while aiming to maintain FAO standard legal text as far as possible. TCS will facilitate all due FAO in-house clearances.

TECHNICAL AND FINANCIAL AGREEMENTS

1. General Agreement (GA) or Memorandum of Understanding (MoU) – between the providing Country and FAO, detailing the overarching umbrella SSC framework agreement between the provider country and FAO – for example, the GA between FAO-China Trust Fund committing USD 50 million. In some cases the overarching partnership arrangement does not include a financial contribution but details the technical cooperation arrangements – for example, the MoU between FAO-Egypt.

2. Government Cooperation Programme (GCP) Agreement – funding agreement between the funding source and FAO, requires opening a trust fund

account to deposit the funds for implementation – for example, FAO-Japan Trust Fund.

IMPLEMENTATION AGREEMENTS

1. Tripartite Agreement (TPA) – between the host, provider and FAO, detailing the roles and responsibilities of each party in the implementation of specific SSC projects or initiatives – for example, FAO-Morocco-Mali.

2. Letter of Agreement (LoA) – between a vendor/ service provider and FAO to implement SSC initiatives – for example, an LoA was signed with the Agricultural Research Council in South Africa to conduct an SSC scoping exercise to map the extent of activity in the realm of food and agriculture.

TCS should always be consulted and involved to facilitate FAO's inhouse clearance process for SSC related GAs, MoUs and TCPs which include:

- Legal – the Legal and Ethics Office (LEG).
- Procurement – Procurement Services (CSAP).
- Financials and Audit – i.e. payment schedules, budget and reporting – Corporate Services Finance Extra Budgetary (CSFE).
- Recruitment – Office of Human Resources (OHR).
- Project costs – FAO’s Project Servicing Costs (PSC) for the different funding agreements – Office of Strategy, Planning and Resource Management (OSP).
- Evaluation – FAO’s Evaluation Policy for the Organization’s activities funded by voluntary contributions – Office of Evaluation (OED).
- Intellectual property rights – Office for Corporate Communication (OCC).
- Non-state partners – Office for Partnerships, Advocacy and Capacity Development (OPC).
- As required – from the relevant SO, Regional Offices, Technical Departments and country level actors.
- Final clearance – the Technical Cooperation (TC) Department and the Office of the Director General (ODG).

TCS supports the clearance process and contacts relevant authorities in the cooperating/provider and host countries in preparation for the agreement’s signature. In some cases, countries authorize their Representation to FAO to sign it on behalf of the government concerned. In other cases, High-Level Ministers are involved. For example, the FAO Director-General and the Minister for Agriculture signed China’s 2015 USD 50 million contribution.

TCS also facilitates media coverage to raise the visibility of SSC and the partners involved.

QUICK CHECK!
STEP 3: REACH AN AGREEMENT

Result of Step	Associated Tools	Project Cycle Step	Responsible	Support
<ul style="list-style-type: none"> ■ Depending on the SSC initiative and funding source, tailored agreements drafted, expressing clear commitments, roles and responsibilities and liabilities ■ SSC agreements signed by all partners ■ Media coverage of signature ceremony 	<ul style="list-style-type: none"> ■ FAO SSC Web site ■ SSC Standard Agreements 	<ul style="list-style-type: none"> ■ Appraisal and Approval 	<ul style="list-style-type: none"> ■ Project Formulator and Project Task Force 	<ul style="list-style-type: none"> ■ TCS, SSC regional officers, LEG, OCC, OPC, ODG, SO Team, ROs, technical departments, OSP, CSAP, OHR, OED

CASE STUDY 3

A TPA between Angola, EMBRAPA/Brazil, and FAO laid out the legal framework for the successful short-term exchange of experts.

The TPA served to clarify roles and responsibilities, commitments and implementation arrangements for each of the three parties. The responsibilities outlined ensured:

- **host country** – Angola’s ownership of the SSC project in order to mainstream any results into ongoing national development programmes. Angola participated in project formulation, supported all in-country accommodation and work related logistics, and approved candidates and the selection of nationals for training or study tours and was responsible for reporting and monitoring of performance;
- **cooperating/provider country** – EMBRAPA/Brazil participated in project formulation, proposed expert candidates and ensured they met criteria. Covered the main project budget costs such as: salary, insurance and other remuneration benefits for national cooperants. They also provided accommodation for Angolans visiting Brazil;
- **FAO** – Provided the framework for cooperation (the TPA), coordinated joint project formulation, provided technical clearance of project initiatives. Supported the screening of candidates/cooperants, and provided the framework for medical coverage, technical backstopping supervision and monitoring.

Although most TPAs follow a similar pattern for roles and responsibilities, FAO works with partnering countries to formulate flexible conditions that reflect each project’s requirements and responds to country needs. A unique facet of the Angola-Brazil TPA is that the Government of Angola provided the full funding for the project. It gave USD 2 195 940 and Brazil provided USD 875 200 in the form of in-kind contributions, i.e. technical hours of its experts.

04

IMPLEMENT THE SSC INITIATIVE

Implementation according to the programme or project document

Smooth implementation relies upon the action of all SSC partners as set out in the formulation step and the

agreements signed. Depending on the SSC modality/ies employed, there are some specifics to consider which are described in the 'At a glance: SSC modalities for exchange' table (Annex 5) in more detail.

QUICK CHECK!**STEP 4: IMPLEMENTATION**

Result of Step	Associated Tools	Project Cycle Step	Responsible	Support
<ul style="list-style-type: none"> Smooth and effective implementation of the SSC initiative, as per the agreements and project document 	<ul style="list-style-type: none"> FAO SSC Web site 	<ul style="list-style-type: none"> Project Implementation and Monitoring 	<ul style="list-style-type: none"> Project Task Force 	<ul style="list-style-type: none"> TCS, SSC regional officers and OPC

CASE STUDY 4

Effective coordination and clear roles and responsibilities between all parties proved crucial to delivering results in Nigeria. The groundwork for cooperation was outlined in Nigeria's National Policy which included an analysis of the country's priorities and capacity gaps. This allowed for China and FAO to develop a demand driven implementation plan. In addition, Nigeria invested financial resources through a Trust Fund, provided equipment, and dedicated a National SSC officer to mobilize local government support for focused community-based implementation.

The FAOR played an important role preparing and visiting sites, coordinating with the Chinese deployment team and with the Ministry of Agriculture of Nigeria, while the Chinese country coordinator was responsible for selecting, recruiting and coordinating 496 experts and technicians fielded to 36 states in Nigeria.

05

MONITOR AND EVALUATE THE SSC INITIATIVE

Monitoring progress and reporting on the SSC initiative are essential to ensuring the quality of the collaboration and are critical for future SSC planning and up-scaling. Progress should be measured against the project log frame at regular intervals, ideally through regular meetings, to discuss and report on progress towards SSC targets. In keeping with SSC core principles, such as national ownership and leadership, the use of country-led monitoring and evaluation systems is favoured, and these should have been taken into account as part of the project design and utilized for tracking progress. All activities should be logged and reported on and successes and failures noted. Reflecting on the initiative should also include feedback from SSC partners. The sum of these experiences add up to important lessons learned and will result in a stronger and more versatile staff skill-set, enhancing knowledge and understanding on how to better approach SSC, and seeking the potential to scaling-up in the future.

SSC initiatives should:

1. Carry out conventional monitoring and evaluation of development results (as per the overarching project log frame).

2. Assess three clear dimensions of capacity development:

A. INDIVIDUAL LEVEL

■ **SSC participant satisfaction**

Questionnaires at the end of the SSC activities are the most common form of evaluation. These are generally useful for measuring quality of processes, but do not yield results other than satisfaction ratings.

■ **SSC learning**

Formal learning assessments can be carried-out through pre- and post-tests.

■ **Behaviour outcomes**

In order to understand how participants used what they learned in their workplaces, it is necessary to conduct a post-activities evaluation to assess behaviour outcomes. Such evaluations should generally be carried out at least six months – and no more than two years after the

SSC activities – enough time to ensure that SSC participants have had sufficient time to implement what they have learned.

B. ORGANIZATIONAL LEVEL

Organizational impact rarely results from stand-alone training initiatives and usually results from a combination of activities targeting both individual learning and organizational development. Follow-up in the longer term should ideally be made on a sampling basis with a wide range of tools, including interviews, focus groups, field visits, etc.

C. ENABLING ENVIRONMENT

Assessment of the wider policy, legislative and institutional frameworks is also important. Reviewing data on agricultural output, food prices or nutrition levels can provide feedback on the effectiveness and impact of policies and their application. Feedback on interinstitutional coordination can also help to assess the relevance and practical application of policies.

3. Reflect on whether the initiative aligns with SSC principles (see [Annex 3](#)).

At the corporate level, TCS is particularly interested in monitoring, evaluating and obtaining feedback from FAORs and Delivery Managers on:

- individual performance of SSC Cooperants (experts and technicians);
- relevance and adaptability of the knowledge/development solutions shared by partner institutions/organizations;
- key triggers that brought about changes to the enabling environment;
- lessons learned, challenges overcome and useful tips for cooperating with particular cultures, environments etc.;
- mutual benefits for all cooperating partners;
- opportunities and further entry points for SSC partnership and up-scaling.

QUICK CHECK!**STEP 5: MONITOR AND EVALUATE**

Result of Step	Associated Tools	Project Cycle Step	Responsible	Support
<ul style="list-style-type: none"> Progress measured – tripartite review missions, annual and terminal reports, as well as the end-assignment report 	<ul style="list-style-type: none"> FAO's Capacity Development Portal 	<ul style="list-style-type: none"> Project Implementation and Monitoring Evaluation 	<ul style="list-style-type: none"> Project Task Force 	<ul style="list-style-type: none"> TCS, SSC regional officers and OPC

CASE STUDY 5

SSC Cooperants (experts and technicians) fielded through the FAO-China Trust Fund undergo both a mid and final performance review. These reviews are seen as vital to quality control technical expertise for any SSC initiative. Most of the experts and technicians hired take leave from their full-time employment and as such, evaluation of their efforts is critical for the individual's professional development and FAO's relationship with partnering governments and institutions. Cooperants are evaluated on both their technical skills (professional competence, fulfilment of individual workplans, technical judgment, project approach and report writing) as well as interpersonal skills.

It is the responsibility of both the FAOR and the host government to conduct and contribute to evaluations, ensuring any critical issues can be dealt with in a timely manner. These evaluations also contribute to the screening of returning cooperants and help identify future leaders. In the case of China-Mongolia Phase II, some experts and technicians from Phase I returned to up-scale their previous work, supporting project continuity.

06

COMMUNICATE RESULTS

This final step should not be overlooked as it completes the SSC cycle. Disseminating lessons learned, both successes and failures, is key to maintaining partners and engaging new ones. The preparation of a communication plan and the development of quality communication material are important. For example, knowledge products that describe the adopted and adapted Southern development solution resulting from the cooperation can be used as a blueprint for further replication and up-scaling.

Communication should ensure that SSC partners are given appropriate visibility, advocate for greater investment in agriculture, and build broader partnerships. Communication aims to secure support for FAO's work with governments, the donor community, non-state actors and the general public.

Tools such as brochures, flyers, posters, press releases, special events, speeches, videos, Web sites and social media can help communicate key messages about FAO's work. Products need not be expensive and should aim to convey FAO's comparative advantages and convince potential partners to commit further resources to SSC.

How to Write Success Stories

So what makes a good success story? Here are five tips.

1. What difference did the partnership make?

Demonstrate that the benefits are real, quantifiable and compelling. Speak in terms of before and after, then and now, problem and solution.

2. Put a human face on it

Show how FAO improved lives, livelihoods, the environment, or other aspects of the beneficiaries' worlds. If the project is "normative", explain how the information gathered will benefit local people.

3. Put it in context

Why is the outcome important? Set the scene. Show what the beneficiaries are up against in terms of the farming systems used, local economy, infrastructure, environment, culture, etc.

4. What did the partnership do and how did it do this?

Explain action taken, as well as the challenges faced and how they were overcome.

5. Write well and include pictures

Keep the story short and to the point. Document progress with photography and video. Even images captured on cell phones may be helpful. Browse the internet for writing and photography tips.

QUICK CHECK!

STEP 6: COMMUNICATE RESULTS

Result of Step	Associated Tools	Project Cycle Step	Responsible	Support
<ul style="list-style-type: none"> Wide range of communication material developed and promoted and all opportunities to raise SSC visibility capitalized 	<ul style="list-style-type: none"> FAO SSC Web pages Publications including: <ul style="list-style-type: none"> Scaling-up Notes SSC Brochure 	<ul style="list-style-type: none"> Project Implementation and Monitoring Evaluation Closure 	<ul style="list-style-type: none"> Project Task Force Communication Officers 	<ul style="list-style-type: none"> TCS, SSC regional officers, OPC and OCC

CASE STUDY 6

Strong storytelling and reporting back to project partners is essential for fostering ongoing relationships. TCS has developed a wide range of outreach material to promote SSC. In 2014 alone, the Brazilian School Feeding Model and Nigeria-China SSC results were communicated through two engaging booklets, as well as through one-page SSC Scaling-Up notes. TCS also maintains SSC web pages, and regularly provides tweets through social media sites to raise the visibility of SSC and FAO's role as facilitator. In addition, TCS uses high-level events to showcase SSC, including the annual GSSD Expo event.

If you have an SSC project or programme story to share please contact: TCS-Director@fao.org

For more information see:

- [Transforming Rural Livelihoods](#)
- [Brazilian School Feeding](#)
- [Scaling-up Integrated Rice-Fish Systems](#)
- [Scaling-up School Feeding](#)
- [Scaling-up Conservation Agriculture](#)
- [Scaling-up Purchase from Africans for Africa](#)



Section 3

Where to Get Support

TCS and SSC regional officers support all the steps outlined in Section 2. TCS guides the development and implementation of FAO's SSC Strategy, and for each SSC initiative, supports making the match between country demand and supply, helps find financial resources, ensures the quality of the exchange, and raises the visibility of SSC and Triangular Cooperation.

This section describes the range of support available. You can also find further resources on SSC and resource mobilization at [you@FAO](#) which highlights a wide range of learning resources including the intranet, videos, e-learning and job aids to support you. Your feedback on this package is welcomed so these resources can be continually updated and tailored more precisely to your needs.



3.1 Support Hub

TCS is comprised of the following interconnected teams:

- Project Cycle and Operations Support Unit
- TCS1: South-South Cooperation Team
- TCS2: Donor Relations and Resource Mobilization Team
- TCS3: Marketing, Outreach and Network Support Team

3.2 Support Offered

TCS and SSC regional officers stand ready to assist in facilitating all aspects of SSC. A list of TCS officers and focal point responsibilities (including for country, region and SO responsibility) is available on request.

For host countries, the TCS1 and SSC regional officers closely work together to:

- **help identify SSC and Triangular Cooperation opportunities:** facilitating the assessment of needs and proposals, and supporting mobilization of funds for SSC;
- **support SSC initiative formulation:** assessing whether the knowledge or technologies are adaptable to local conditions and are environmentally, socially and economically sustainable and socially inclusive;
- **facilitate the negotiation of agreements with all stakeholders:** supporting the process with key stakeholders and providing technical oversight, which in many cases leads to a formal agreement;
- **support implementation and provide technical quality assurance:** assisting with the implementation and backstopping of SSC initiatives;
- **provide a framework for monitoring and evaluation:** ensuring, where requested, that cooperating partners adhere to mutual commitments;
- **raise the visibility of SSC:** supporting the broad communication of results and lessons learned from multicountry experiences and building strategic partnerships.

For potential provider countries:

- **showcase national institutions** on the [FAO SSC Gateway](#);
- **field SSC multidisciplinary country team missions:** supporting consultations and negotiations with key counterparts on engaging the country in SSC, and ideally the development of a **national SSC Strategy** and appropriate funding mechanism. To trigger this strategic dialogue, SSC should be systematically considered in the CPF formulation;
- **develop National Framework Agreements:** detailing the expertise the provider country can offer, the range of SSC modalities to be employed, and institutions that can be mobilized and potential funds for implementation;
- **support implementation of SSC initiatives** and provide technical quality assurance;
- **raise SSC visibility.**

For triangular partners:

- **Facilitate involvement in SSC**, in line with their own development priorities.

[Annex 4](#) distinguishes the functions of the TCS1 team at headquarters and the SSC regional officers.

3.3 References and Tools

A range of learning and performance support material has been developed to enhance staff capacities in SSC. Beyond this SSC Guide, other resources and reading material include:

Key FAO reference Web sites

- [FAO South-South Cooperation Web site](#)
- [FAO Partnership Web site](#)
- [FAO's Corporate South-South Cooperation Strategy](#)
- [Strategy on Partnerships with the Private Sector](#)
- [Principles and Guidelines for Partnering with the Private Sector](#)
- [FAO Resource Mobilization Web site](#)
- [FAO Capacity Development Portal](#)

FAO wider staff development support package

- [FAO Project Cycle Guide](#)
- [Resource mobilization intranet](#) and [FAO Handbook](#);
- [you@FAO](#): RM and SSC pillar

Other useful SSC links

- [United Nations Office for SSC \(UNOSSC\)](#)
- [World Bank South-South Knowledge Exchange](#)
- [International Fund for Agricultural Development \(IFAD\) SSC](#)
- [World Food Programme \(SSC\)](#)

Acronyms

ASEAN	Association of Southeast Asian Nations	RNE	Regional Office for the Near East and North Africa
ASTF	Africa Solidarity Trust Fund	SDGs	Sustainable Development Goals
ASSP	Agriculture Sector Strategic Plan	SPL	Strategic Programme Leader
CPF	Country Programming Framework	SO	Strategic Objective
CSAP	Procurement Services	SSC	South-South Cooperation
CSFE	Corporate Services Finance Extra Budgetary	TC	FAO's Technical Cooperation Department
DOs	Decentralized Offices	TCS	South-South Cooperation and Resource Mobilization Division
DSA	Daily Subsistence Allowance	TCP	Technical Cooperation Programme
EMBRAPA	Brazilian Agricultural Research Agency	ToR	Terms of Reference
FAO	Food and Agriculture Organization of the United Nations	TPA	Tripartite Agreement
FAOR	FAO Representative	UN	United Nations
FPMIS	Field Programme Management Information System	UNDAF	United Nations Development Assistance Framework
GA	General Agreement	UNDP	United Nations Development Programme
GCP	Government Cooperative Programme	UNOSSC	United Nations Office for South-South Cooperation
GSSD	Global South-South Development Expo	USD	United States Dollar
IFAD	International Fund for Agriculture Development	UTF	Unilateral Trust Fund
IFI	International Financial Institution		
LEG	Legal and Ethics Office		
LoA	Letter of Agreement		
MICs	Middle-Income Countries		
MoU	Memorandum of Understanding		
OECD	Organisation for Economic Co-operation and Development		
OSP	Office of Strategy, Planning and Resources Management		
PSA	Personal Service Agreement		
RAF	Regional Office for Africa		
RAP	Regional Office for Asia and the Pacific		
ROs	Regional Offices		
REU	Regional Office for Europe and Central Asia		
RIs	Regional Initiatives		
RLC	Regional Office for Latin America and the Caribbean		

Annex 1

SSC PRELIMINARY REQUEST TEMPLATE/PRE-FORMULATION (please limit to a maximum of 2 pages)

1. SSC initiative title:

2. Name of focal point for the initiative:

FAO:

Government counterpart:

3. CPF priority to which the proposal contributes:

4. Associated Strategic Objective and Regional Initiative:

5. Summary of needs assessment (see checklist on page 16):

6. Summary of proposed initiative:

- **Expected results** (Linkage to existing project, or is it stand-alone?):
- **Proposed activities and SSC modalities envisaged** (e.g. long-medium- short-term expertise, study-tours, trainings, policy dialogues, etc.):
- **Provider identified** (country, institutions, expertise on offer):
- **Beneficiaries:**

7. Budget and financial source:

8. Implementation time frame:

Annex 2

INITIAL OFFER – SSC PROVIDER TEMPLATE (PLEASE LIMIT TO A MAXIMUM OF 2 PAGES)

This template is provided to support FAORs to scope the potential South-South Cooperation (SSC) provider contribution from a country. The ultimate aim is to develop an FAO SSC Framework Agreement or Memorandum of Understanding (MoU) with the country to agree the parameters of potential SSC.

Name of providing country:

Name of government counterpart willing to engage in SSC:

Name of contact person within government institutions: (email, phone, Skype and physical address)

Name of FAOR:

Potentially relevant technical institutions (including non-state actors, where relevant)

Technical areas for cooperation: (for example, irrigation, agriculture extension, livestock)

Areas :

Type of expertise that could be provided:

Geographic focus/priority countries

Proposed SSC modalities:
for example, (deployment of short- to medium-term experts, transfer of technology, study visits and policy dialogue)

For the deployment of experts, on average, how many expert-days could be provided?

Potential financial or in-kind support:

Proposed time frame for collaboration:

Annex 3: SSC Principles

CHECKLIST FOR ASSESSING INITIATIVES AGAINST SOUTH-SOUTH COOPERATION PRINCIPLES¹

NORMATIVE PRINCIPLES

Solidarity

Projects should benefit the cooperating country and contribute to it on gratuitous or concessional terms.

- Is the motivation for the SSC to support another developing country?
- Is the intended outcome to empower the cooperating country to attain its development goals?
- Are resources and activities provided as grants or in-kind support, or on concessional terms?

National ownership and leadership

Project objectives should be clearly aligned with the priorities of the country concerned.

- Was the project sourced through a demand-driven approach?
- Does the project align to/with the government's stated priorities?

National entities in the beneficiary countries are strongly encouraged to participate in the project implementation and to do so with a longer-term perspective.

- Is the government engaged?
- How does the government demonstrate its ownership of the project?
- Did the government provide a counterpart to the project?
- Does the government provide continuous strategic direction to the project's formulation and implementation?
- Have the directions provided by the government guided the activities and outcomes of the project?
- Has there been local buy-in, or was there no need to sell the project and buy support?
- Is there high-level representation from the beneficiary country at project milestone events?

Projects should seek to improve or create sustainable activities to continue in a longer-term perspective.

- Does the project employ government implementing and/or monitoring systems?
- Is the government involved in the sustainability strategy for the project outcomes?

Mutual benefit

Projects are encouraged to utilize mutual exchange between developing countries, in particular, the exchange of best practices in reducing poverty and hunger.

- Does the project support mutual benefits through sharing of knowledge and experiences, training, technology transfer?
- Are there mutual gains? What does the host and the provider country each gain from the cooperation?

¹ This annex builds on the framework developed by the United Nations Office for South-South Cooperation (Simplicio et al.) in the discussion paper *South-South Principles in Practice: The India Brazil South Africa Fund Experience*

Projects are encouraged to utilize the capacities and expertise available in developing countries.

- Does the cooperation make use of developing country capacities? How?

Partnership among equals

Project objectives contribute to the beneficiary country's efforts to reduce hunger and improve nutrition.

Projects are encouraged to utilize mutual exchange between developing countries, in particular the exchange of best practices in reducing hunger and improve nutrition.

Projects should identify and strengthen local capacities – with preference for capacities provided through cooperation.

- Is there a preference for utilizing local capacities and strengthening them?
- Are local actors deemed to be the best situated to understand their singularities and conditions and to propose the course of action?
- Do partners cooperate as peers; consider each other as equals and their relationship as horizontal (non-hierarchical)?
- Are partners free to express their concerns? Do they discuss and negotiate on equal footing?

Non-conditionality

No conditions on the provided support should be established.

- Has the provider country established any conditions required for the cooperation to take place?
- If there are supervening events affecting the governance of the partner country, does the cooperation stay the course?

Respect for national sovereignty and non-interference in domestic affairs

Projects should not influence political processes in the host country.

- Have project activities supported a particular political party or grouping?
- Has the project engaged in activities that denounced governments or political candidates?

Complementarity

Project objectives should be clearly aligned with the priorities of the country concerned.

Projects are encouraged to make use of new ways of approaching development issues, where appropriate, with emphasis on the replication and innovative experiences already implemented in other developing countries.

- Is the cooperation complementary to North-South Cooperation by fulfilling all of the following:
 - it is not a substitute to North-South Cooperation but acts side-by-side;
 - it is not the same as North-South Cooperation but different and distinct;
 - it adds value, complements with other forms of contributions.

OPERATIONAL PRINCIPLES

- Mutual accountability and transparency
- Development effectiveness
- Coordination of evidence- and results-based initiatives
- Multistakeholder approach

Annex 4

KEY FUNCTIONS OF FAO'S SSC TEAM – HEADQUARTERS GROUP AND SSC REGIONAL OFFICERS




South-South Cooperation Function	Headquarters	Regional Officers
SSC policy and strategy setting	<ul style="list-style-type: none"> provide corporate strategic oversight and direction for SSC related matters set global corporate priorities for delivery in the biennium 	<ul style="list-style-type: none"> adapt SSC strategy to regional specificities and needs of Decentralized Offices (DOs) set regional priorities for delivery in the biennium
Mainstreaming SSC	<ul style="list-style-type: none"> promote and facilitate SSC with all Strategic Objective (SO) teams and technical departments 	<ul style="list-style-type: none"> promote and facilitate SSC at regional, subregional and country levels mainstream SSC in the SOs' work plans at the regional level and in the RIs
Expand and diversify SSC modalities	<ul style="list-style-type: none"> develop and adapt a wide range of SSC modalities for exchange according to demand develop standard agreements and related SSC guidelines/guidance 	<ul style="list-style-type: none"> identify opportunities, responding to country-level requests formulate and backstop monitoring and implementation
Develop platforms for networking, including through FAO's potential SSC Gateway/countries	<ul style="list-style-type: none"> based on agreements with governments, scope and map potential provider institutions and keep a global record of partners, Southern institutions, experts rosters, aiming at matching and meeting country requests 	<ul style="list-style-type: none"> scope and map regional, subregional and country partners, provider institutions, rosters of experts and requests feed into global monitoring and matching systems
Ensure SSC responds to country demand	<ul style="list-style-type: none"> maintain and manage a global record of SSC requests share information with regions 	<ul style="list-style-type: none"> respond to and oversee SSC requests within the region share information with headquarters
SSC programme/ Project Cycle management, quality assurance	<ul style="list-style-type: none"> global monitoring and backstopping for quality assurance 	<ul style="list-style-type: none"> oversee regional and subregional programmes and projects, ensuring quality assurance for all SSC-related programmes and projects from the region
Monitoring and Evaluation	<ul style="list-style-type: none"> ensure a common monitoring and evaluation framework provide global statistics and data on all FAO-facilitated SSC projects compile regular reports 	<ul style="list-style-type: none"> extract, where appropriate, via regular programme and project reporting, where required, SSC data for the region
South-South Cooperation Function	<ul style="list-style-type: none"> headquarters 	<ul style="list-style-type: none"> regional officers
Guidelines, procedures and tools	<ul style="list-style-type: none"> develop, update and disseminate corporate SSC, policies procedures, and tools including operational manuals and guidelines in collaboration with the Team Programme Coordinator and the Operational Support Team, and within the framework of the <i>Project Cycle Guidelines</i> 	<ul style="list-style-type: none"> support the uptake and dissemination within the region implement and provide feedback

South-South Cooperation Function	Headquarters	Regional Officers
Lessons learned	<ul style="list-style-type: none"> ■ develop plan and mechanisms for collating, synthesizing and disseminating lessons learned, success stories 	<ul style="list-style-type: none"> ■ collate and disseminate at regional level ■ feed into global lessons learned
Communication and advocacy	<ul style="list-style-type: none"> ■ develop overarching SSC communication plan (TCS1 and TCS3) ■ develop communications to raise the SSC visibility , through key events (e.g. GSSD Expo) (TCS1 and TCS3) ■ contribute to media initiatives, producing communication material and major publications (TCS3) 	<ul style="list-style-type: none"> ■ provide source material from a regional perspective ■ create opportunities to raise SSC visibility ■ provide inputs that feed into media initiatives
Partnership building	<ul style="list-style-type: none"> ■ develop and maintain global (intraregional) SSC partnerships ■ maintain intelligence and key data on all FAO SSC partnerships 	<ul style="list-style-type: none"> ■ initiate, develop and maintain regional, subregional and country partnerships for SSC, in particular to support SSC programme and project development and implementation ■ maintain intelligence and data on all regional FAO SSC partnerships
Resource mobilization	<ul style="list-style-type: none"> ■ identify, engage and negotiate resource partnerships at global level (TCS1 and TCS2) ■ develop concept notes for global projects in collaboration with SO teams, technical units, regions and DOs when necessary ■ finalize funding agreements (TCS2) 	<ul style="list-style-type: none"> ■ assist in the process of formulation of proposals at country and subregional level ■ develop concept notes and project proposals at regional level ■ prepare funding agreements and follow up the process of clearance in headquarters and implementation at Regional Office level

Annex 5

AT A GLANCE: SSC MODALITIES FOR EXCHANGE

STEPS	Fielding Expertise	Policy Dialogue	Formal Education Paths	Informal Learning Exchanges	Institutional Collaboration
Example Long-, Medium- and Short-Term	High-Level Forum	Scholarships	Study Tours/Exposure Visits	Joint Research Project or Joint Curriculum Development	
IDENTIFY AND MAKE A REQUEST¹ 01	<ul style="list-style-type: none"> Submit official SSC request from host government together with initial capacity needs assessment 	<ul style="list-style-type: none"> In response to existing scholarship scheme, submit SSC request from host government with initial capacity needs assessment 	<ul style="list-style-type: none"> Conduct overarching capacity needs assessment 	<ul style="list-style-type: none"> Conduct joint research/curriculum development needs assessment 	
FORMULATE THE SSC INITIATIVE 02	<ul style="list-style-type: none"> Conduct a thorough capacity assessment (reviewing needs at the individual, organizational and enabling environment level) – possibly through fielding a mission together with the provider Develop concept note and project document responding to the capacity assessment³ Develop criteria to select SSC cooperants and technicians from the provider country 	<ul style="list-style-type: none"> Develop concept note and project document responding to needs assessment Identify the appropriate scholarship courses Establish criteria to appraise students capacity to apply knowledge and expertise and identify learning objectives 	<ul style="list-style-type: none"> Develop concept note responding to the needs assessment² If using an institution as a facilitator of the study tour or if visiting an institution as part of the tour, assess the institution's technical capacities, knowhow, technologies to be shared relevant to the participants' context Select participants based on evidence provided that they have the scope and authority to apply their newly acquired knowledge in practice Develop Terms of Reference (ToRs) for the exchange, including learning objectives, partnership aims and expected development outputs. 	<ul style="list-style-type: none"> Develop concept note responding to the needs assessment² Assess the institutions' technical capacities, knowhow, technologies to be shared for relevant joint activities Develop ToRs for the joint activities, including learning objectives, partnership aims and expected development outputs 	
REACH AN SSC AGREEMENT 03	<ul style="list-style-type: none"> Finalize TPA clarifying the roles and responsibilities of each party (host, provider, FAO) LoAs if institutions are involved 	<ul style="list-style-type: none"> Finalize LoAs with scholarship provider Sign agreements with participants to fulfil on obligations to return/reimburse/benefit their community of origin Apply FAO's standard travel and DSA procedures for forum participants 	<ul style="list-style-type: none"> Finalize LoAs if institutions involved Apply FAO's standard travel and DSA procedures for study tour participants 	<ul style="list-style-type: none"> Finalize MoU between institutions, expressing joint aims and work plans If travel involved, apply FAO's standard travel and DSA procedures for Forum participants 	

STEPS	Fielding Expertise	Policy Dialogue	Formal Education Paths	Informal Learning Exchanges	Institutional Collaboration
IMPLEMENT THE SSC INITIATIVE 	<ul style="list-style-type: none"> ■ Select SSC Cooperants based on established criteria ■ Finalize PSA contracts for cooperants and technicians, applying FAO's standard travel and Daily Subsistence Allowance (DSA) procedures ■ Deploy cooperants according to FAO standard procedures, ensuring accommodation, payment of home salaries, payment of allowance ■ Supervise cooperants according to project management framework ■ Provide field support, where necessary 	<ul style="list-style-type: none"> ■ Select participants and approve their participation based on established criteria ■ Manage logistics (travel, accommodation) ■ Oversee smooth running of the agenda and facilitation for the event 	<ul style="list-style-type: none"> ■ Select participants and approve their participation based on established criteria ■ Manage logistics (travel, accommodation) ■ Oversee smooth running of student placements 	<ul style="list-style-type: none"> ■ Select participants and approve their participation based on established criteria ■ Manage logistics (travel, accommodation) ■ Oversee smooth running of the agenda and facilitation for the event 	<ul style="list-style-type: none"> ■ Carry out joint research, curriculum development activities according to project framework and specified ToRs and joint work plans ■ If required, manage logistics (travel, accommodation)
MONITOR AND EVALUATE 	<ul style="list-style-type: none"> ■ Evaluate cooperants' performance ■ Conduct annual review and end term evaluation 	<ul style="list-style-type: none"> ■ Develop and track personal action plans ■ Conduct immediate assessment of forum, collecting satisfaction ratings and assess knowledge and experience gained 	<ul style="list-style-type: none"> ■ Assess and certify students ■ Conduct immediate student assessment, collecting satisfaction ratings, and assess knowledge and experience gained ■ Develop and track learning objectives and application 	<ul style="list-style-type: none"> ■ Assess, and if necessary, certify participants ■ Conduct immediate participant assessment collecting satisfaction ratings, and assess knowledge and experience gained ■ Develop and track learning objectives and application 	<ul style="list-style-type: none"> ■ Assess at regular intervals joint research, curriculum development ■ Develop and track institutional capacity and work plans
COMMUNICATE RESULTS 	<ul style="list-style-type: none"> ■ Showcase success as well as the lessons learned, including personal stories from both cooperants and their counterparts ■ Collect photos, videos and evidence-based results throughout the project's life-cycle to demonstrate impact 	<ul style="list-style-type: none"> ■ Record personal stories, photos and key results ■ Seize high-level media opportunities, given the participation of Heads of State, Ministers and Ambassadors, etc. 	<ul style="list-style-type: none"> ■ Record personal stories, photos and key results 	<ul style="list-style-type: none"> ■ Record personal stories, photos and key results 	<ul style="list-style-type: none"> ■ Record joint activities, photos and key results ■ Widely disseminate and raise the profile of joint work

1 Alert TCS and SSC Regional SSC Officers at an early stage on the SSC initiative to ensure their support and that the initiative gains corporate visibility

2 Most likely component of ongoing programme/project

3 As described in the main SSC Guide text, different FAO procedures and rules apply to articulating the SSC initiative in more detail. For SSC initiatives:

1. Funded from extrabudgetary sources or FAO TCP resources – FAO's Project Cycle standard procedures and rules apply;
2. Funded from FAO regular programme resources/assessed contributions – Relevant sections of FAO's Administrative Manual apply (e.g. LoA, Travel, Human Resources).

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I5163E/1/11.15



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