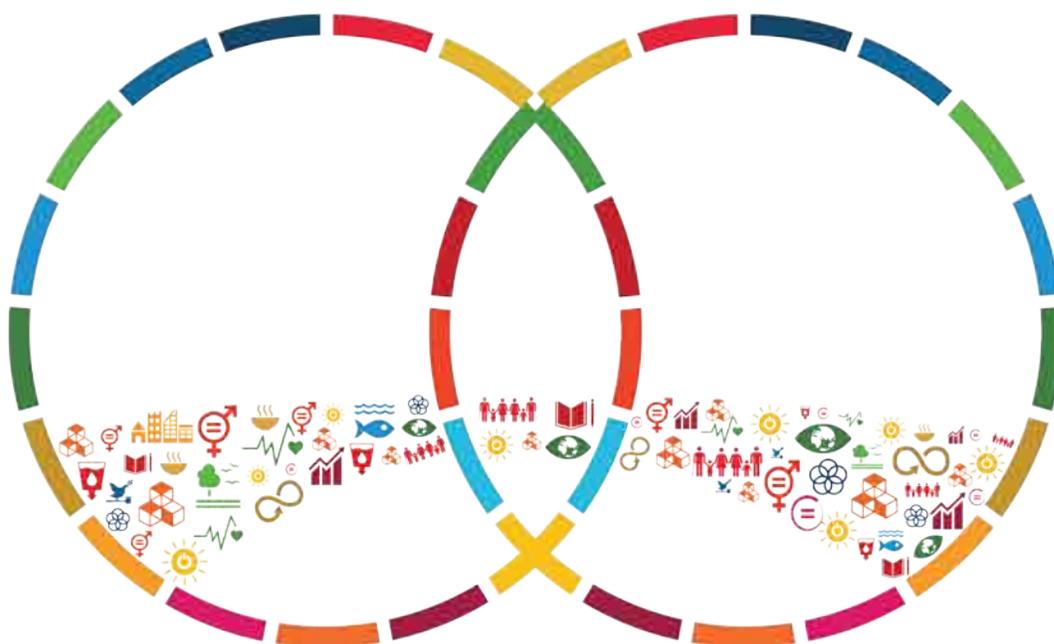


Good Practices in  
**South-South** and **Triangular Cooperation**  
for **Sustainable Development**



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# FOREWORD

Good practices to accelerate sustainable human development are increasingly available in the global South. They can be found in the policies, institutions and programmes that have enabled a number of developing countries to acquire a skilled labour force, create decent jobs, raise productivity and lift millions of their citizens out of grinding poverty. Beyond the countries acting individually, there is a notable surge in international collective actions known as South-South and triangular cooperation. The development community recognizes these approaches as viable pathways to progress in the developing world. In such initiatives, developing countries turn to one another and their Northern partners to address challenges through cooperative alliances and peer-to-peer learning, leading to the widespread application of policies, strategies or practical programmes that have worked to raise living standards in the South.

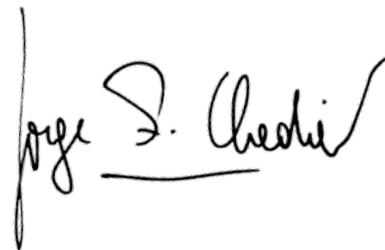
*Good Practices in South-South and Triangular Cooperation for Sustainable Development*, the first in its series, highlights Southern good practices that are relevant to the implementation of the Sustainable Development Goals. Policymakers and development practitioner seeking to understand better how South-South and triangular cooperation can contribute to the improvement of peoples' lives will find ample answers in this book. Many of the good practices featured were recommended by member agencies of the United Nations Development Group Task Team on South-South and Triangular Cooperation and other development partners at the subregional, regional and global levels. Others were selected from among the good practices that had been nominated and showcased during the annual Global South-South Development Expos organized by the United Nations Office for South-South Cooperation since 2008.

Priority has been given to highlighting *activities* that illustrate the main characteristics of effective South-South and triangular cooperation; *initiatives* that involve and benefit a great number of people in two or more countries of the South; *solutions* that have addressed transnational development challenges that would be difficult to tackle singlehandedly; and *programmes* that have been tested, validated, adapted and/or scaled up in various locations. The objective is to demonstrate the efficacy of South-South cooperation and triangular cooperation in inspiring international solidarity in efforts to overcome shared obstacles and jump-start or accelerate progress towards sustainable human development.

As the Co-Chairs of the United Nations Development Group Task Team on South-South and Triangular Cooperation, we hope that this publication will serve as a reference for United Nations resident coordinators, United Nations country teams, South-South and triangular cooperation focal points in the United Nations development system as well as national governments and development practitioners who facilitate the integration of South-South and triangular cooperation approaches into national development plans and actions.



Vinícius Carvalho Pinheiro  
**Special Representative to the United Nations and Director  
International Labour Organization Office for the United Nations**



Jorge Chediek  
**Envoy of the Secretary-General on South-South Cooperation  
Director of the United Nations Office for South-South Cooperation**

# ACKNOWLEDGEMENTS

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We owe a major debt of gratitude to colleagues in the following agencies and institutions, including: Sarah Barden and Katrin Taylor, Food and Agriculture Organization of the United Nations (FAO); Karan Sehgal and Maria Luisa Saponaro, International Fund for Agricultural Development (IFAD); Anita Amorim, International Labour Organization (ILO); Eugenia Rodrigues, Pan American Health Organization (PAHO); Angela Trenton-Mbonde, Joint United Nations Programme on HIV/AIDS (UNAIDS); Pamela Eser, United Nations Capital Development Fund (UNCDF); Elizeu Chaves, Jr., United Nations Population Fund (UNFPA); Simona Marinescu, Xiaojun Grace Wang and Shams Banihani, United Nations Development Programme (UNDP); Ian Thorpe, Michelle Barron and Niklas Stephan, United Nations Children's Fund (UNICEF); Maria M. Sophia Freynhofer, Weixi Gong, Kelleh G. Mansaray and Rana Pratap Singh, United Nations Industrial Development Organization (UNIDO); Laura Capobianco, United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women); Stanlake Samkange, Carola Kenngott, Francesco Slaviero, Isadora Ferreira, Maria Pino and Erica Hovanibue, World Food Programme (WFP); Shambhu Acharya, World Health Organization (WHO); Nathalie Montillot and Marcelo di Pietro, World Intellectual Property Organization (WIPO); Savitri Mohapatra, Africa Rice Centre; Hashali Hamukuaya, Benguela Current Commission; Takanori Satoyama, Coalition for African Rice Development (CARD) Secretariat; Jiajun Xu, Center for New Structural Economics at Peking University; Ting Shih, ClickMedix; Nicole Siegmund, Hiyas S. Clamor-Torneo and Bella Monse, German Agency for International Cooperation (GIZ); Sara Pais, Getulio Vargas Foundation (FGV); Marianella Feoli and Carolina Reyes, FUNDECOOPERACIÓN; Marcela Rojo, Global Fund to Fight AIDS, Tuberculosis and Malaria; Joaquim Tres, Inter-American Development Bank (IADB); Masato Tokuda, Japan International Cooperation Agency (JICA); Francis Burnett, Organization of Eastern Caribbean States (OECS); E. M. Venkatesh, Pan-African e-Network Project-Telecommunications Consultants India Limited (TCIL); Hyunkyung Jeon, Regional Office of the Regional Cooperative Agreement for Research, Development and Training Related to Nuclear Science and Technology for Asia and the Pacific; Blandine Araba, Songhai Centre; Bennet Benzoza, Southeast Asian Ministers of Education Organization Regional Centre for Educational Innovation and Technology (SEAMEO INNOTECH); and Praphan Phanuphak and Supabhorn Pengnonyang, Thai Red Cross AIDS Research Centre (TRC-ARC).

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# TABLE OF CONTENTS

<b>FOREWORD</b>			1
<b>ACKNOWLEDGEMENTS</b>			2
<b>1</b>	<b>No Poverty</b>	Chile Fund against Hunger and Poverty	5
		India, Brazil and South Africa Facility for Poverty and Hunger Alleviation: Partnering with Rural Communities	7
		Industrialization and Job Creation for Africa	9
<b>2</b>	<b>Zero Hunger</b>	WFP Centre of Excellence against Hunger in Brazil	11
		China-Sierra Leone Food Project	13
		Coalition for African Rice Development	15
		New Rice for Africa (NERICA)	17
		Purchase from Africans for Africa (PAA Africa)	19
		Rice-fish Culture in Sub-Saharan Africa	21
		School Feeding	23
		Strengthening Governance for Nutrition	25
<b>3</b>	<b>Good Health and Well-being</b>	Better Hospital Performance through 5S-KAIZEN-TQM	27
		ClickMedix	29
		Elimination of Malaria in Mesoamerica and Hispaniola	31
		Global Transfer Project: Community-to-community Learning on HIV/AIDS	33
		Lao-Thai Collaboration in HIV Nutrition (Lao-TACHIN)	35
		Latin American and Caribbean Horizontal Technical Cooperation Group	37
		More Doctors ( <i>Mais Médicos</i> ) Project	39
		Pharmaceutical Procurement Service	41
		South-to-South Learning Exchange on HIV Prevention	43
		South-South Cooperation for Safe Motherhood	45
<b>4</b>	<b>Quality Education</b>	Inter-American Centre for Knowledge Development in Vocational Training (CINTERFOR)	47
		National Service for Industrial Training (SENAI)	49
		Pacific Open Learning Health Net	51
<b>5</b>	<b>Gender Equality</b>	Family Protection, Support, Security and Justice for Victims of Domestic and Gender-based Violence Programme	53
		Gender-sensitive Social Protection Floors	55
		Safe Cities and Safe Public Spaces Global Flagship Initiative	57
<b>6</b>	<b>Clean Water and Sanitation</b>	Regional Fit for School Programme	59
		Strengthening Water, Sanitation and Hygiene (WASH) Services in Ethiopia	61
		Water Management and Sanitation for Dispersed Rural and Indigenous Communities in Latin America	63

7	<b>Affordable and Clean Energy</b>	FGV Projetos for Biofuels	65
		Making Biogas Portable: Renewable Energy Technologies for a Greener Future	67
		Observatory for Renewable Energy for Latin America and the Caribbean	69
		Rural Energy Development Programme	71
		Solar Lantern Project	73
8	<b>Decent Work and Economic Growth</b>	Initiative to Combat Child Labour in Brazil, Bolivia (Plurinational State of), Ecuador and Paraguay	75
		Latin America and the Caribbean Free of Child Labour Regional Initiative	77
		MicroLead	79
		Songhai Centres	81
9	<b>Industry, Innovation and Infrastructure</b>	Egyptian Traceability Centre for Agro-industrial Exports	83
		Electron Beam Applications for Value Addition to Food and Industrial Products and Degradation of Environmental Pollutants in the Asia-Pacific Region	85
		Pan-African e-Network Project	87
		Viet Nam Cleaner Production Centre	89
10	<b>Reduced Inequalities</b>	Assessment-based National Dialogue: Towards the Establishment of Social Protection Floors	91
		Saudi Youth Exchange Programme	93
11	<b>Sustainable Cities and Communities</b>	China's One-stop Service Centre Model: Designing Government Services for Urban Bangladesh	95
		Road Safety Technical Cooperation Project between Southern Cone Cities	97
12	<b>Responsible Consumption and Production</b>	Energy-efficiency Standards and Labelling	99
		Resource Efficient and Cleaner Production (RECP) Programme	101
13	<b>Climate Action</b>	African Risk Capacity	103
		Caribbean Risk Management Initiative	105
14	<b>Life below Water</b>	Benguela Current Commission	107
15	<b>Life on Land</b>	Programme of South-South Cooperation for Sustainable Development between Benin, Bhutan and Costa Rica	109
		Promotion of Sustainable Social Forestry in Sub-Saharan Africa	111
		Triangular Cooperation between Costa Rica, Morocco and Germany for the Sustainable Management and Use of Forests, Protected Areas and Watersheds	113
16	<b>Peace, Justice and Strong Institutions</b>	Regional Hub of Civil Service in Astana	115
		Regional Initiative for Civil Service Capacity Enhancement in South Sudan	117
		Strengthening the Technical and Functional Skills of Supreme Audit Institutions, National Parliaments and Civil Society for the Control of Public Finances in Portuguese-speaking African Countries and Timor-Leste	119
17	<b>Partnerships for the Goals</b>	Knowledge-sharing on Census	121
		Regional Public Goods Initiative	123
		South-South Cooperation Multilateral Platform on the International Conference on Population and Development for Latin America and the Caribbean	125
	<b>Annex</b>	List of SDGs and Targets	127

# Chile Fund against Hunger and Poverty

## A funding scheme to fight hunger and poverty

### Challenge

Although the number of people living in extreme poverty dropped by more than half between 1990 and 2015 (from 1.9 billion to 836 million), too many people are still struggling to meet the most basic human needs. Today, eradicating poverty in all its forms remains one of humanity's greatest challenges. It is true that in the past two decades, rapid global economic growth and increased agricultural productivity have reduced the proportion of the world's undernourished by almost 50 per cent and many developing countries that used to suffer from famine and hunger can now meet the nutritional needs of the most vulnerable. Much more is needed, however, to end hunger and eradicate poverty by 2030. Extreme hunger and malnutrition remain huge barriers to development in many countries. In 2014, it was estimated that over 795 million people were chronically undernourished, often as a direct consequence of environmental degradation, drought and loss of biodiversity.

### Towards a Solution

The Government of Chile considers international cooperation for development of vital importance in accelerating progress towards the achievement of internationally agreed development goals, including the Sustainable Development Goals (SDGs), and shares its social and economic transformation experience with other countries through South-South cooperation. Chile's development progress offers valuable lessons and guidance to other countries, including in the design, implementation and assessment of policies that can accelerate social and economic progress. In each context, one of Chile's foreign policy priorities is to increase development cooperation. In 2006, the Government approved Law N° 20.138 earmarking up to \$5 million per year to finance initiatives targeting the eradication of hunger and poverty in lower- and middle-income countries. **It raises funds through passenger contributions on international flights, with \$2 of the airport tax paid by every passenger devoted to international action against hunger and poverty in the world.** In 2012, UNDP, jointly with the Government of Chile, launched the Chile Fund against Hunger and Poverty in order to promote Chile's international cooperation policy in accordance with its commitment to the MDGs and SDGs.

The Chile Fund against Hunger and Poverty uses three innovative delivery mechanisms to achieve results: (a) calls for proposals for projects designed by Chilean civil society organizations; (b) projects presented by public institutions or United Nations organizations with representation in Chile; and (c) responses to requests for humanitarian assistance. The success of this initiative is based on an open, competitive process that civil society organizations, government institutions and United Nations organizations undergo. The proposals that they submit compete according to pre-established technical criteria designed to promote feasible and sustainable projects. Only projects that have received a high technical score are granted funds. The Government of Chile and UNDP are

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responsible for the design, preparation, assessment and supervision of the activities financed by the Fund. A steering committee has been established that is responsible for all decisions regarding project selection and the monitoring of their implementation.

The creation of the Fund has provided a platform for civil society organizations and other institutions to systematize good practices, share knowledge and collect suggestions to improve the next call for proposals. This has included organizing workshops to improve coordination and synergy among participating countries and publishing best practices and successes to promote knowledge-sharing.

**Since 2012, the Fund has awarded over \$3.5 million to 34 South-South cooperation projects in over 30 countries in Africa, Latin America and the Caribbean, and the Pacific implemented by civil society organizations, Chilean public institutions**

**and United Nations organizations. Moreover, the Fund has fast-tracked an additional \$815,000 to support humanitarian responses to crises in Gaza, Mali, South Sudan and beyond.** Owing to the success of the initiative, the Government of Chile has extended the Fund for an additional four years with an increased budget of \$12 million. It has also ensured its financial sustainability through Law N° 20.138, which provides year-to-year predictable resources and financial stability, making sure that the Fund is replenished despite changes in government or an eventual financial crisis.

**Contact:**

Ms. Marcela Quezada, South-South Cooperation Coordinator, UNDP Chile

[marcela.quezada@undp.org](mailto:marcela.quezada@undp.org)

Mr. Marco Fernández, Executive Secretary of the Chilean Fund

[mfernandez@agci.gov.cl](mailto:mfernandez@agci.gov.cl)



**Project name:** Chile Fund against Hunger and Poverty

**Countries:** Chile and over 30 countries in the Africa region, the Asia and the Pacific region, and the Latin America and the Caribbean region

**Sustainable Development Goal targets:** 1.1, 1.2, 1.4, 1.a, 2.1, 2.2, 17.1, 17.3

**Supported by:** Government of Chile

**Implementing entity:** Chilean International Cooperation Agency

**Project status:** Ongoing

**Project period:** 2015-2018 (first phase: 2012-2015)

**URL of the practice:** [www.fondochile.cl](http://www.fondochile.cl)

# India, Brazil and South Africa Facility for Poverty and Hunger Alleviation: Partnering with Rural Communities

Better, diversified agriculture and access to energy improve livelihoods of rural inhabitants in Guinea-Bissau

## Challenge

Guinea-Bissau, like many sub-Saharan African countries, faced the turmoil of the global food crisis of 2007 and 2008 when skyrocketing international and domestic prices hit the country hard. Once a major exporter of rice, Guinea-Bissau now imports almost half of its food, including up to 90,000 metric tons of rice per year. As a staple crop, rice accounts for most of the country's food imports. However, despite the significant hydro-agricultural potential of eight of its regions, many people living there have been forced into poverty because they remain isolated from food production areas and lack resources.<sup>1</sup>

## Towards a Solution

Since 2013, the India, Brazil and South Africa Facility for Poverty and Hunger Alleviation, known as the IBSA Fund, has been working with Guinea-Bissau to address this challenge. The primary objective in Guinea-Bissau is to reduce food insecurity by helping farmers to improve agricultural techniques for rice cultivation and to diversify their crops. It also focuses on agro-processing that provides a greater product life span and enables access to markets. In addition, providing energy access to rural populations has made night-time education possible while the ability to charge cell phones at any time has provided greater connectivity.

The IBSA Fund provides a network linking best practices and expertise which participants are able to access. For example, thanks to the network, 25 villages in Guinea-Bissau increased their access to energy as a result of solar energy equipment developed in India; experts from Brazil shared agricultural techniques and knowledge with farmers in Guinea-Bissau, resulting in a 12-per cent increase in rice yield and the diversification of crops and diets; and enhanced rice seeds developed by a public agricultural research institution in Brazil were shared with and cultivated in Guinea-Bissau.

The key methodological approach includes:

- Acting in phases/pilots and building on successes: Projects in a number of villages showed results and were expanded to other communities. Subsequent projects deepened successes or tried different approaches where challenges were greater;
- Designing activities through participatory processes: Projects involved villagers in the specifications, demand and implementation of activities and partnered with ministries, decision makers and key government entities;
- Signing mutual accountability compacts: Projects established clear, signed agreements with villages and government partners in which they committed to providing counterpart/in-kind resources in order to benefit from the partnership; and
- Leveraging local and Southern expertise: Projects capitalized on similar or relevant experiences in neighbouring or other developing countries.

<sup>1</sup> <http://www.worldbank.org/en/news/feature/2011/05/27/guinea-bissau-revitalizes-agriculture-sector-increases-rice-production>

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The projects were evaluated with input from stakeholders, confirming both the development results and adherence to South-South principles (such as national ownership and leadership, equality, horizontality and non-conditionality). The village that capitalized the most on the project activities and gained its own development dynamics became a model village – serving as a field school for the possibilities of agricultural development interventions. Overall, the projects improved agricultural production by training over 4,500 farmers in enhanced agricultural techniques for rice cultivation. They supported diversification of production by offering alternatives for new crops and introduced new seed types that improved yield and permitted agricultural production even during the rainy season. They rehabilitated low-lying lands for cultivation and trained partner farmers in water management and in processing and conservation of agro-products. Taking a multisectoral approach to development, the projects trained about 1,000 adults in functional literacy and provided solar energy equipment to 25 villages along with support for the villages to sustainably manage their solar utilities.

The projects were successful at bringing the spirit of change to rural communities. Through training by Brazilian and Indian experts and technology transfer from India and Brazil, the projects planted the seed of innovation by building the confidence that improvements in villagers' diets, education and quality of life are possible and by supporting practical steps that enhanced livelihoods.

Ownership and leadership of local communities and government were key to the accomplishments and sustainability of those projects. Up-front training and support to communities so that they could develop a revenue stream from their solar equipment in order to purchase spare parts and repair equipment were important. However, the communities had to proactively engage in those management processes in order to assure sustainability.

Conditions required for replication are: (a) resources and technical expertise shared to broaden impact; (b) villagers interested in learning and applying better agricultural techniques; (c) villagers' commitment to manage and obtain sustainable revenue from solar energy equipment; and (d) villagers' interest in gaining functional adult literacy.

UNDP Guinea-Bissau implemented the projects in close partnership with the Ministry of Agriculture and Rural Development and the Ministry of Energy and Natural Resources of Guinea-Bissau. The IBSA Fund financed the projects, and the United Nations Office for South-South Cooperation served as fund manager and as the Board of Directors secretariat and supported partnership-building.

**The India, Brazil and South Africa Facility for Poverty and Hunger Alleviation (IBSA Fund) is a remarkable example of cooperation among three developing countries and constitutes a pioneering initiative to implement South-South cooperation for the benefit of other Southern countries in partnership with the United Nations system. Its purpose is to identify replicable and scalable projects that can be disseminated to interested developing countries as examples of best practices in the fight against poverty and hunger. The IBSA Fund supports projects on a demand-driven basis through partnerships with local governments, national institutions and implementing partners. Initiatives are concrete expressions of solidarity and objectives range from promoting food security, to addressing HIV/AIDS, to extending access to safe drinking water – all with the aim of contributing to the achievement of the Sustainable Development Goals.**

**Contact:**

Ms. Ines Tofalo, Programme Specialist, United Nations Office for South-South Cooperation  
[Ines.tofalo@undp.org](mailto:Ines.tofalo@undp.org)

**Project name:** IBSA Facility for Poverty and Hunger Alleviation: Partnering With Rural Communities

**Country:** Guinea-Bissau

**Sustainable Development Goal targets:** 1.1, 1.2, 7.b, 12.2, 13.3

**Supported by:** IBSA Fund

**Implementing entity:** UNDP

**Project status:** Completed

**Project period:** August 2009-May 2015

**URL of the practice:** IBSA Fund

<http://165.65.7.68/ibsa/>

# Industrialization and Job Creation for Africa

How African countries are coming together to use industrialization to galvanize their economic transformation and reduce poverty

## Challenge

Africa now has some of the fastest-growing economies in the world but in many cases, it has not been able to translate that progress into lower unemployment rates and a reduction in poverty levels. Given the continent's vast human and material resources, including petroleum wealth in some countries, resolving the paradox of growth without jobs is one of Africa's major contemporary challenges.<sup>1</sup>

## Towards a Solution

A group of African countries came together in 2011 to create the Industrialization and Job Creation for Africa Initiative to respond to that challenge. The Initiative aims to make Africa the next manufacturing hub for global markets by helping it to seize the opportunity for industrialization arising from the relocation of light manufacturing from China and other emerging market economies. In doing so, Africa will realize its potential for sustainable industrialization, shared prosperity and job growth.

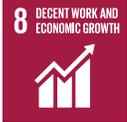
The project helps governments to adopt a proactive approach to investment promotion and improve infrastructure and the business environment in special economic zones/ industrial parks to attract export-oriented light manufacturing firms. These firms have the technological know-how and the confidence of international buyers in China and other emerging economies so they relocate production. **The project creates quick wins that produce a snowball effect, attracting foreign direct investment and domestic investment and serving as a source of inspiration and experience for other African countries interested in kick-starting their efforts towards sustainable and inclusive industrialization.**

The Initiative was inspired by Professor Justin Yifu Lin's new structural economics, regarded as the third wave of development thinking after structuralism and neoliberalism. New structural economics proposes that developing countries focus on what they can do well (potential comparative advantages) based on what they have (factor endowments). With this guidance, the initiative has achieved quick wins and is being scaled up through demonstration and triangular cooperation.

Industrialization and Job Creation for Africa uses a five-step approach: (1) quick wins: African governments use existing resources and implementation capacity to establish industrial parks and special economic zones with adequate infrastructure and a good business environment so that investors can reduce transaction costs to achieve quick wins in job creation and export promotion; (2) scaling up: success stories foster national champions and scaling up in host countries and across the African continent; (3) triangular cooperation: partners build on collaboration between African countries with comparative advantages in the supply of labour and raw materials to attract investors from emerging economies with manufacturing capability and international buyers/retailers in Europe

<sup>1</sup> <http://www.un.org/en/events/africaday/2015/sgmessages.shtml>

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and the United States; (4) participation: high-level commitment from African governments is essential for triangular cooperation and crucial to building the capacities of countries to design and implement sustainable industrial policies and special economic zones; (5) engaging international organizations in scaling up: UNDP China signed a memorandum of understanding with the Made in Africa Initiative in 2015 to build on early success. The Centre for New Structural Economics at Peking University and the Made in Africa Initiative are working with UNDP to leverage its global network and convening power to advance the agenda of pan-African industrialization.

The Initiative has shown promising early successes. The number of jobs created by the Huajian shoe factory that had invested in Eastern Industrial Park in Ethiopia rose from 600 in January 2012 to 3,500 in December 2013. The success in attracting FDI to Ethiopia created a snowball effect, with the 22 factory units in Bole Lamin, a new industrial park, leased out in just three months in 2013. Ethiopia has shared its pioneer experiences with Rwanda and Senegal. Delegations from other African countries have also visited Ethiopia to learn from its experience. In light of Ethiopia's success, Rwanda is ready to explore similar partnership with the Made in Africa Initiative and the Centre for New Structural Economics. With their facilitation, C&H Garments invested in the Kigali Special Economic Zone in February 2015 and production began within two months. Over 500 jobs were created by August 2015 and 300 women were trained in embroidery to enable household manufacturing. In Senegal, with advice from the Made in Africa Initiative and the Centre for New Structural Economics, the first special economic zone was created in 2015 to attract FDI in light manufacturing and international buyers, such as Carrefour. Success stories have further sparked high-level political commitment to achieve quick wins for pan-African industrialization. Côte d'Ivoire, Djibouti,

Ghana, Nigeria, Uganda and the United Republic of Tanzania have expressed interest in creating quick wins in sustainable and inclusive industrialization.

The sustainability of the Initiative depends on a number of factors such as: (a) political commitment from top leaders in host countries; (b) building of special economic zones/industrial parks to boost infrastructure and the business environment, attract FDI and spark international buyers' confidence; (c) creation of local industrial clusters by encouraging local entrepreneurs to master manufacturing know-how to achieve economies of scale; (d) targeting of international markets; and (e) ensuring corporate business responsibilities.

This model is highly replicable and has spread from Ethiopia to many African countries. It is ready to be replicated as long as there is adequate funding to incubate successes and systematic action-oriented research to distil lessons. Pilot success stories in international forums and media have already given rise to high-level political commitments in African countries to have similar quick wins. There is momentum for learning from quick wins for industrialization. Stakeholders include African governments at the national and local levels, manufacturing companies such as C&H Garments and the Huajian shoe factory, developers of special economic zones/industrial parks and international buyers, and international institutions including UNDP and UNIDO.

**Contact:**

Ms. Helen Hai, Goodwill Ambassador of UNIDO, CEO of Made in Africa Initiative

[Helen\\_hai@hotmail.com](mailto:Helen_hai@hotmail.com)

Dr. Jiajun Xu, Executive Deputy Director, Centre for New Structural Economics at Peking University

[jjjunxu@nsd.pku.edu.cn](mailto:jjjunxu@nsd.pku.edu.cn)

**Project name:** Industrialization and Job Creation for Africa

**Countries:** Djibouti, Ethiopia, Nigeria, Rwanda, Senegal and other African countries

**Sustainable Development Goal targets:** 1.1, 8.2, 8.3, 8.5, 8.8, 9.2, 9.3, 17.9, 17.11, 17.16, 17.17

**Implementing entities:** Made in Africa Initiative, Centre for New Structural Economics at Peking University

**Project status:** Ongoing

**Project period:** 2011 to present

**URL of the practice:** <http://www.nse.pku.edu.cn/>

**Related resources:** Ethiopia: On the Verge of the Third Miracle; Ethiopia: GTP at the Crossroads – Achieving Targets and Seizing Opportunities; How Africa Can Succeed Asia; C&H Garments; New Global Partnership for Sustainable Development Round Table.

# WFP Centre of Excellence against Hunger in Brazil

2 ZERO HUNGER



The Brazilian model helps countries to improve food security, social protection and school attendance

## Challenge

Despite progress to date in reducing hunger in developing countries, 11.3 per cent of the world's population remains hungry. Roughly 805 million people around the world go undernourished. Approximately 2 billion people suffer from micronutrient deficiencies, impeding human and socioeconomic development. More than 66 million primary-school-age children attend classes hungry across the developing world, with 23 million in Africa alone <sup>1</sup>

## Towards a Solution

The WFP Brazil Centre of Excellence against Hunger is a partnership between WFP and the Government of Brazil that helps to make the experience of Brazil in addressing the Zero Hunger Challenge available to other developing countries for learning, sharing and adaptation through South-South and triangular cooperation. The Centre advocates for developing nationally owned, sustainable programmes and policies for school feeding, social protection and nutrition improvement. It aims to help governments to create long-term, lasting solutions to defeat hunger and poverty by building local skills and knowledge, promoting food and nutrition security through school feeding programmes, and contributing to the achievement of the Sustainable Development Goals (SDGs).

The Centre's methodology, jointly developed by WFP and the Government of Brazil, draws on the Brazilian experience in school feeding as a component of its Zero Hunger programme (*Fome Zero*) and on the WFP vision to reduce hunger among school children through capacity development and technical assistance to national governments. The methodology addresses specific areas of school feeding and how they work with social protection and zero-hunger strategies. It focuses first on policy goals, including the legal and political framework, institutional capacity and coordination, ability to design and implement programmes, funding capacity, and the participation of the local community and civil society. Once this groundwork has been done, the Centre uses a set of tools to facilitate policy dialogue, planning and capacity development processes, which include study visits, national workshops, and technical missions and assistance.

The Centre has broadened its knowledge-sharing and capacity development activities with developing countries through South-South and triangular cooperation. In 2015, it provided continuous support to 24 developing countries previously engaged with the Centre's activities and to two other countries engaged with those activities for the first time: Cambodia and Nepal. Technical missions, workshops, training and national consultations took place with Governments in the process of strengthening national and sustainable policies on food and nutrition security – especially home-grown school feeding integrated with social protection and inclusive growth.



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<sup>1</sup> <http://www.wfp.org/school-meals>

Participating Governments acknowledge the importance of regional cooperation and coordination in their sustainable national school feeding programmes. In June 2015, 21 countries approved the creation of the School Feeding African Network, which will contribute to the design and improvement of school feeding policies, including increasing national budgets. In January 2016, the African Union decided to adopt home-grown school feeding programmes as a continental strategy with support from the WFP Centre of Excellence against Hunger.

**The Centre's multisectoral approach and method mean that partners can unite to tackle multiple development goals through the adaptation of home-grown school feeding programmes specific to local country contexts.** The strong capacity development and national ownership components of the Centre's methodology ensure the long-term sustainability of programmes once they have taken root locally. The Centre's work has made an impact at both country and regional levels in the forms of national policy reforms (school feeding policies), regional cooperation, regional strategy reforms and regional agreements.

The school feeding programme of Brazil is easily replicable, as proven by its organic expansion and

replication in many developing countries through their own adaptation of the initiative. Factors critical for success are adequate funding and a multisectoral approach by governments.

The Government of Brazil and WFP are the implementing partners. The Government of Brazil provides funds and technical expertise and WFP provides experience and a presence in over 80 countries. Other donors fund the documenting of lessons learned, monitoring and evaluation, and nutrition.

Participating stakeholders: There are 37 participating governments (delegations), schools and local communities (teachers, parents, culinary professionals, children, farmers, producers, civil society and the local market).

**Contact:**

Mr. Peter Rodrigues, Deputy Director, WFP Brazil Country Office

[peter.rodrigues@wfp.org](mailto:peter.rodrigues@wfp.org)

Ms. Isadora Ferreira, Communications Officer, WFP Centre of Excellence against Hunger in Brazil [isadora.ferreira@wfp.org](mailto:isadora.ferreira@wfp.org)

**Project name:** WFP Centre of Excellence against Hunger in Brazil

**Countries:** Bangladesh, Benin, Brazil, Cabo Verde, Cambodia, Cameroon, Colombia, Egypt, Ethiopia, Ghana, Haiti, Kenya, Liberia, Malawi, Mozambique, Nepal, Niger, Pakistan, Philippines, Senegal, Sudan, Togo, Zambia, Zimbabwe

**Sustainable Development Goal targets:** 2.1, 2.2, 2.3, 2.4

**Supported by:** Multiple government, public- and private-sector donors

**Implementing entities:** Government of Brazil, WFP

**Project status:** Ongoing

**Project period:** 2011 to present

**URL of the practice:** <https://www.wfp.org/centre-of-excellence-hunger>



# China-Sierra Leone Food Project

## Sierra Leone builds on Chinese expertise to bolster its agricultural output and guarantee quality food to communities most in need

### Challenge

Agriculture is the largest sector of the economy in Sierra Leone, employing over 65 per cent of the labour force. Although the country has enormous agricultural resource potential, there are still many communities that have inadequate access to food. To compound this, an insufficient amount of large-scale holdings, limited market access, inadequate operational funds and lack of agricultural expertise have all hindered further agricultural development.<sup>1</sup>

### Towards a Solution

The China-Sierra Leone Food Project has taken on this challenge and is working to combat poverty and hunger by transferring sustainable farming techniques and inclusive agricultural value chains to the grass-roots level in Sierra Leone, with expansion to other least developed countries. The project is part of the much larger FAO-China South-South Cooperation Programme. It promotes the transfer of agricultural techniques at the grass-roots level to enrich agricultural production via the exchange of experts and technicians from China to developing countries.

A team of Chinese experts and technicians works with national and local governments to increase the performance of the agricultural sector, improve irrigation systems and increase rice, field crop, vegetable and agroforestry yields. The experts and beneficiaries collaborate by sharing resources and techniques. **Since its inception, the project has helped to introduce new technologies, exchange best practices, and share knowledge and experiences in a number of areas such as 68 new agricultural techniques, 56 new crop varieties and 35 types of equipment and tools to help to boost production.** Examples include:

- (a) introducing virus-free potato planting technologies from China to the mountain regions along with demonstrations on potato planting methods;
- (b) improving livestock farming by introducing the production of corn as animal feed, which has led to farmers' increased income;
- (c) raising rice yield from 0.9 to 2.1 tonnes per hectare by using a Chinese hybrid rice variety along with animal waste fertilizer; and
- (d) increasing the yearly rate of vegetable cultivation so that farmers can plant three crops of vegetables per year and sell the harvest to generate additional income.

The initiative's model is demand-driven and offers an entire package of services to address a country's needs, from assessments to skills and from the introduction of machinery to gauging impact. The project approach includes a strong capacity development component that ensures the assimilation and long-term sustainability of the new techniques and expertise provided that adequate financial resources are made available. Regular contact is maintained between Chinese experts and



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<sup>1</sup> <http://www.fao.org/3/a-i4700e/i4700e08.pdf>

beneficiaries, and the knowledge transferred through the programme has been effectively adopted at the local level, supporting national and household food security as well as agricultural intensification and diversification. To build on the achievements made to date, more partnerships and increased investment in agriculture are required. Given adequate resources, the technologies and varieties introduced through the scheme could be applied on a much larger scale.

Farmers and local producers have effectively adopted the new skills and techniques, which has led to greater food security and intensified, diversified farming and yields. China and FAO have begun working on a second phase of the umbrella programme. The project

will apply lessons learned and the adoption of good practices in countries where the demand matches the skills and technologies that China has to offer.

The main project partners include FAO, Sierra Leone and China, which provide financial and technical backing.

**Contact:**

Mr. Zhongwei Liu, Coordinator, FAO/China SSC Programme, South-South Cooperation (SSC) Team, FAO

[zhongwei.liu@fao.org](mailto:zhongwei.liu@fao.org)



**Project name:** China-Sierra Leone South-South Cooperation Project

**Countries:** Sierra Leone (similar projects in other African countries)

**Sustainable Development Goal targets:** 2.3, 2.4

**Supported by:** Government of China, FAO (FAO-China South-South Trust Fund)

**Implementing entities:** China, FAO

**Project status:** Ongoing

**Project period:** 2008 to present

**URL of practice:** <http://www.fao.org/3/a-i4700e/i4700e08.pdf>

**Related resources:** China and FAO Achievements and Success Stories; FAO-China South-South Cooperation Programme.



# Coalition for African Rice Development

## Bringing sub-Saharan Africa close to doubling its rice production by 2018 for greater food security and economic growth

### Challenge

It is estimated that some 388.8 million people in sub-Saharan Africa – or 42.7 per cent of its total population – live on less than \$1.90 a day. The region's population growth rate continues to exceed the growth rate of regional food production, a situation compounded by fluctuating food prices and the insecurity that it engenders in developing countries. Food security therefore remains a major challenge. This situation is only worsened by the high risk of environmental degradation that comes with unsuitable production, irresponsible consumption of land resources and weak national research programmes for the development of appropriate technologies.<sup>1</sup>

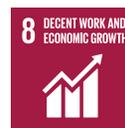
### Towards a Solution

In May 2008, the Japan International Cooperation Agency (JICA) and the Alliance for a Green Revolution in Africa (AGRA) partnered with the New Partnership for Africa's Development (NEPAD) to launch the Coalition for African Rice Development (CARD). The goal of the initiative is to contribute to food security and economic growth at the household, national and regional levels by doubling rice production in sub-Saharan Africa in ten years – from 2008 to 2018 – in an environmentally sustainable manner. The initiative aims to harmonize efforts of key stakeholders to develop the rice sector in sub-Saharan African countries, based on Government-identified needs in their national rice development strategies. To date, the Coalition has assisted the Governments of 23 sub-Saharan African countries in formulating their national rice development strategies and needs assessments. Each country's needs are then matched with the comparative advantages of different development partners, both public and private.

The member organizations of the Coalition Steering Committee contribute to the initiative with their respective strengths:

- Research and technical institutions contribute to the Coalition's activities in the development of the rice sector at both the regional and national levels with their knowledge and technical assets.
- Financial Institutions provide technical contributions to ensure the quality of the Coalition's activities, particularly its socioeconomic and policy aspects. Their financial resources are used to implement rice projects in some Coalition countries. In addition, IFAD financially supports the operation of the initiative.
- The Alliance for a Green Revolution in Africa helps the Coalition to reflect the private sector's views in its activities and to strengthen its partnership with private-sector players in the rice business in Africa. It also hosts the Coalition secretariat at its head office and provides administrative support.
- JICA provides its experience in project implementation, especially in rice development in Africa, and financial resources to implement rice projects in some Coalition countries. It also provides financial and human resource support to the Coalition secretariat.

<sup>1</sup> <http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTEDUCATION/0,contentMDK:22705274~menuPK:282424~pagePK:64020865~piPK:149114~theSitePK:282386,00.html>



- NEPAD ensures the alignment of the Coalition's activities with the overarching development framework at both the regional and national levels and provides political guidance.

Partner countries share knowledge and experience in rice-sector development through South-South cooperation activities such as capacity-building (study tours, training, remote learning programmes). Concrete examples of good practices in South-South cooperation include:

- (a) setting up a mechanization platform in order to exchange knowledge and ideas on mechanization. A group of platform participants (including government officials, researchers, farmers and the private sector) organized a study tour to Thailand and Viet Nam to learn how to establish a mechanization chain in African countries;
- (b) organizing a remote learning programme that targets government officials and farmers from African countries. Resource persons from Asian countries, including the Philippines, Thailand and Viet Nam, gave lectures, with technical backstopping by the International Rice Research Institute and AfricaRice. This remote learning programme will be adopted and scaled up by the World Bank under its West African Agricultural Productivity Programme; and
- (c) creating a capacity development programme for African human resource development in the rice sector. This training has been conducted in partnership with the Government of the Philippines and the Philippine Rice Research Institute.

**Since the Coalition's beginnings in 2008, rice production in sub-Saharan Africa has increased by**

**59 per cent according to 2013 FAO data, indicating that Africa is close to reaching the Coalition's goal of doubling rice production by 2018. More than 100 Coalition projects are currently being implemented in more than 15 countries, and stocktaking of Coalition projects is ongoing.** The initiative has had significant impact on increasing rice production and household incomes and has contributed to job creation, social inclusion, income-generation, infrastructure development, education, the growth of cooperative networks, environmental protection and the overall health of populations.

The initiative capitalizes on existing human, material and financial resources, consisting mainly of government, development partners and the Comprehensive Africa Agricultural Development Programme, rather than creating a new modality of resource mobilization.

National governments, in most cases the ministries of agriculture, are the main actors of the initiative at the country level. Farmers, rice producers, the private sector, local government and other stakeholders are the beneficiaries. Governments learn and incorporate farmers' views into the formulation and implementation of the strategy.

**Contact:**

Mr. Takanori Satoyama, General Coordinator of the CARD secretariat  
[TSatoyama@agra.org](mailto:TSatoyama@agra.org)  
 Mr. Yuichi Kumagai, Technical Coordinator of the CARD secretariat  
[YKumagai@agra.org](mailto:YKumagai@agra.org)

**Project name:** Coalition for African Rice Development

**Countries:** Benin, Burkina Faso, Cameroon, Central African Republic, Côte d'Ivoire, Democratic Republic of the Congo, Ethiopia, Gambia, Ghana, Guinea, Kenya, Liberia, Madagascar, Mali, Mozambique, Nigeria, Rwanda, Senegal, Sierra Leone, Togo, Uganda, United Republic of Tanzania, Zambia

**Sustainable Development Goal targets:** 2.3, 2.4, 8.4

**Supported by:** AGRA, AfricaRice, the African Development Bank, FAO, the Forum for Agricultural Research in Africa, IFAD, the International Rice Research Institute, JICA, the Japan International Research Centre for Agricultural Sciences, NEPAD, the World Bank

**Implementing entities:** AGRA, NEPAD, JICA

**Project status:** Ongoing

**Project period:** 2008 to 2018

**URL of the practice:** <http://riceforafrica.net>



## New Rice for Africa (NERICA)

### Promoting self-reliance in rice production in Africa for food and nutrition security

#### Challenge

Although rice is a staple food for people in West Africa, most of it is imported. FAO estimated in 2006 that rice imports to the West and Central Africa subregions had reached more than 6 million tonnes, costing over \$1 billion. The cost of importing rice is a heavy burden on trade balances in the region. It is important for all West African countries to collaboratively develop and invest in domestic rice production and the development of the regional rice market; otherwise they will remain heavily dependent on Asia and the United States to supply rice to feed their growing populations.<sup>1</sup>

#### Towards a Solution

In the 1990s, 17 West African countries sought to promote self-reliance in rice production in the region and across Africa in order to reduce the expenditure on rice imports. In 1991, the West Africa Rice Development Association (WARDA), now named the Africa Rice Center (AfricaRice), started a programme to develop new rice varieties by crossbreeding African and Asian rice species. In 1994, WARDA breeders succeeded in developing new rice varieties that inherited the best traits of the two species by adopting modern biotechnology and conventional backcrossing technology. In 2000, the varieties were named New Rice for Africa (NERICA).

NERICA is not genetically modified rice. There are two types of NERICA varieties, upland and lowland, adapted to both rain-fed and irrigated lowlands. The upland NERICA varieties are well-adapted to the rain-fed upland ecology in sub-Saharan Africa where smallholder farmers have very limited access to irrigation and fertilizers. Upland NERICAs have brought specific benefits to African rice growers, in particular shorter growth duration and tolerance to specific biotic and abiotic stresses.

**Many NERICA varieties have been successfully adopted in 31 sub-Saharan countries. A recent study led by AfricaRice estimates the area under upland NERICA varieties at 1.4 million hectares in 2013 across sub-Saharan Africa. It also showed that the adoption of NERICA varieties had lifted about 8 million people out of poverty in 16 countries in 2013.** The adoption has helped adopters to increase significantly their rice yield by 319 kg per ha, leading to an increase of \$465 per household. The African Development Bank extended loans of \$26.77 million to seven pilot countries (Benin, the Gambia, Ghana, Guinea, Mali, Nigeria and Sierra Leone) for NERICA dissemination. Seed production in those seven countries increased steadily from 2,733 tonnes in 2005 to 13,108 tonnes in 2008, and harvesting took place more than once a year. NERICA has had an adoption rate of up to 68 per cent by farmers. Rice imports are reported to have declined in sub-Saharan Africa. Projections by AfricaRice show that a 20-per cent increase in NERICA planting in sub-Saharan African countries could result in a 5-per cent reduction in the rice import bill.

<sup>1</sup> <http://www.africarice.org/warda/guide-compend.asp>



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Additionally, NERICA has helped to improve school attendance rates thanks to a less labour-intensive way of farming and the revenues generated. A review of findings from NERICA adoption and impact studies in the target countries showed that NERICA had a positive impact on women. NERICA varieties mature quickly and cope well with drought and other constraints in upland rice farming in West Africa. This feature is a major attraction for women rice farmers who do most of the weeding in rice fields.

A collaborative regional research network was established by the African Rice Initiative. It included national partners and regional and international research centres of excellence, and was supported by donors and multilateral institutions through triangular cooperation arrangements. Triangular cooperation brings technological complementarity between advanced and conventional technologies and connects lab and field. The Consultative Group for International Agricultural Research (CGIAR) and research institutions from developed countries conducted genetic analysis with advanced technology, while African institutions engaged in applied research to evaluate how new rice varieties adapted to local conditions.

AfricaRice explored a range of partnership models and adapted several participatory approaches among partners and stakeholders in the region and across Africa. For example:

- Participatory variety selection (PVS) introduced a revolutionary relationship of scientist-farmer interaction. PVS has been instrumental in the release of varieties in several African countries, including Benin, Burkina Faso, Côte d'Ivoire, Guinea, Mali, Nigeria and Togo.
- Participatory adaptation and diffusion of technologies for rice-based systems (PADS) used the

community-based approach to encourage farmers to take the lead in seed supply. Local networks and communication channels were used to promote the improved rice varieties, fertilizer management and the use of bio-pesticides.

- Participatory learning and action research (PLAR) involves farmers, non-governmental organizations and research institutions. Regular field visits are organized to build farmers' capacities. Knowledge and information about technologies are shared among farmers on a regular basis. Financial and market risk implications are analysed. Rural knowledge centres are set up to facilitate peer learning among farmers from neighbouring communities with similar land conditions.

The NERICA varieties have been disseminated through the African Rice Initiative with support from Japan, UNOSSC, UNDP, the African Development Bank, the Consultative Group for International Agricultural Research, the Rockefeller Foundation, the International Fund for Agricultural Development, the World Bank, the European Union, Belgium, Canada, France, Germany, the Netherlands, Norway, Sweden, the United Kingdom and the United States through the United States Agency for International Development. Research and development partners include the International Rice Research Institute, the Centro Internacional de Agricultura Tropical, the Japan International Cooperation Agency, the Japan International Research Center for Agricultural Sciences, the Institut de recherche pour le développement, Cornell University, Tokyo University, Yunnan University and the national rice programmes of African countries.

**Contact:**

Africa Rice Center (AfricaRice)  
[AfricaRice@cgiar.org](mailto:AfricaRice@cgiar.org)

**Project name:** New Rice for Africa (NERICA)

**Countries:** Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Côte d'Ivoire, Democratic Republic of the Congo, Egypt, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Madagascar, Mali, Mauritania, Niger, Nigeria, Republic of the Congo, Rwanda, Senegal, Sierra Leone, Togo, Uganda

**Sustainable Development Goal targets:** 1.1, 1.5, 2.1, 2.3, 2.4, 4.1, 4.2, 5.b

**Supported by:** Japan, UNOSSC, UNDP, the African Development Bank, others mentioned above

**Implementing entity:** African Rice Initiative

**Project status:** Ongoing

**Project period:** 1991 to present

**URL of the practice:** <http://www.africarice.org/warda/guide-compend.asp>

**Related resources:** NERICA Fact Sheet.



## Purchase from Africans for Africa (PAA Africa)

From fields to meals: how building the productivity and marketing skills of smallholder farmers in Africa has led to a sustainable supply of locally purchased food for thousands of school children

### Challenge

In sub-Saharan Africa, more than 200 million people are chronically hungry. Child and infant malnutrition rates are among the world's highest. While smallholder farming accounts for approximately 80 per cent of the food produced in the region, smallholder farmers, however, face difficulties accessing the market. In fact, there are estimates that some 60 per cent of the rural population has poor market access despite living in areas of agricultural potential. And while some 50 million African schoolchildren go hungry, school feeding programmes to date rely heavily on development partners for funding and food provision.<sup>1</sup>

### Towards a Solution

Building on the Brazilian Food Purchase Programme (PAA) focused on social protection for rural communities since 2012, Purchase from Africans for Africa (PAA Africa) promotes food and nutrition security, community resilience and income-generation for farmers and vulnerable communities in Africa by strengthening the productive capacities of family farmers and improving education access for students. It does so by engaging partner countries to share knowledge and develop policies on institutional public procurement and social protection tailored for each context. It also helps governments to implement, pilot and scale up a comprehensive school feeding programme with locally sourced food, fostering local agricultural production while improving livelihoods, nutrition and education access for students. The programme uses a Southern-grown model tailored to sub-Saharan Africa's socioeconomic and cultural environment that promotes sustainability and regional self-sufficiency.

PAA Africa combines emergency action for agricultural recovery and food assistance with development strategies that link smallholder farmers to local markets, therefore improving the resilience of rural communities and preventing food crises. It builds farmers' skills so that they become more involved in producing and marketing food while helping to supplement and diversify diets. The model also supports the delivery of locally produced food for school meals and promotes home-grown school feeding as a driver of public food demand for economic and social development. Pilot operations at the country level were completed through knowledge exchange and policy dialogue involving South-South cooperation between African countries and Brazil, as well as civil society and farmer associations at the regional level.

**Since PAA Africa was first launched, it has built the productivity and marketing skills of some 11,300 farmers in the five participating countries and has guaranteed a market for their products. PAA Africa has provided some 462 schools with locally purchased food, giving some 158,000 children school meals.** It has improved

<sup>1</sup> <http://www.fao.org/3/a-i4291e.pdf>



infrastructure, built capacities, and prompted public policy dialogue and knowledge exchanges with representatives from government, United Nations organizations, civil society and private-sector groups in order to identify implementation challenges and best practices for national plans. Overall, these events have helped to consolidate lessons learned.

PAA Africa's innovation lies in its adoption of a participatory and cooperative approach to protect local farmers so that they can secure agricultural production and provide food security to their communities, thereby moving away from the conventional technology transfer and food aid model. The use of joint knowledge-sharing and operational activities (field visits, flexible staff movement and training) has proven successful in promoting cooperation among implementing partners and participating governments. The initiative uses innovative "social technology" built on a multidimensional approach to food security and nutrition. It pilots innovative food procurement at the decentralized level, where schools issue contracts to farmer associations to supply diversified foods.

The programme's strong, central capacity-building and community-participation and leadership components guarantee sustainability and expansion in the long term, provided that local producers' privileged status in local markets remains intact. In particular, it promotes government capacity-building for public food procurement. For example, in 2015, PAA Africa organized knowledge-sharing workshops in Malawi and Mozambique to foster capacity-building and sharing of practices, which entailed implementation of context-specific efforts to support government policy. The challenges faced by government institutions are informing a broader dialogue on adaptation in public procurement regulations. In January 2016, the Africa Union adopted home-grown school feeding as a continental strategy to enhance education access and boost income-generation in rural communities. The progressive embedding of PAA Africa in national policies

and strategies for social protection ensures sustainability in the long run. The programme also will ultimately help countries to achieve the SDG targets.

PAA Africa's approach and content are easily replicable and depend on government and donor investment. Its support to government initiatives for home-grown school feeding and for efforts to integrate agricultural aspects into the planning and implementation of policies (for example, nutrition-sensitive agriculture and smallholder farmers' access to institutional or public markets) enables the replication of the model. PAA Africa is being scaled up in countries as a model for economic and social development, fostering reinforced food systems for local development.

Smallholder farmers, farmer associations, schools, students and rural communities are the main beneficiaries in Ethiopia, Malawi, Mozambique, Niger and Senegal. Farmer associations have gained the ability to supply high-quality food, and communities support and participate in school committees. On the partners' side, Brazil and the United Kingdom Department for International Development offer technical expertise and financial support. FAO provides technical assistance to farmers and farmer associations to increase agriculture productivity and improve processing and managerial skills, and WFP purchases food from farmer associations and distributes it to local community schools.

**Contact:**

PAA Africa [info@paa-africa.org](mailto:info@paa-africa.org)

WFP: [wfp.paa.africa@wfp.org](mailto:wfp.paa.africa@wfp.org)

Mr. Francesco Slaviero, PAA Africa Coordinator, WFP  
[francesco.slaviero@wfp.org](mailto:francesco.slaviero@wfp.org)

FAO: [esn-director@fao.org](mailto:esn-director@fao.org)

Ms. Carola Kenngott, SS/TC, WFP HQ

[carola.kenngott@wfp.org](mailto:carola.kenngott@wfp.org)

Mr. Israel Klug, PAA Africa Coordinator, FAO

[israel.klug@fao.org](mailto:israel.klug@fao.org)

Ms. Florence Tartanac, FAO

[florence.tartanac@fao.org](mailto:florence.tartanac@fao.org)

**Project name:** Purchase from Africans for Africa (PAA Africa)

**Countries:** Ethiopia, Malawi, Mozambique, Niger, Senegal

**Sustainable Development Goal targets:** 2.1, 2.3, 2.4

**Supported by:** Funded through national budgets, with additional financial support from other development partners, including Brazil, United Kingdom, FAO, WFP

**Implementing entities:** Participating governments, FAO, WFP

**Project status:** Ongoing

**Project period:** 2012 to 2019

**URL of the practice:** <http://paa-africa.org>



## Rice-fish Culture in Sub-Saharan Africa

By raising fish and planting rice in one common ecological system, sub-Saharan African countries increase yields, raise incomes, stimulate tourism and diversify livelihoods

### Challenge

In sub-Saharan African countries such as Nigeria, irrigation and aquaculture play a crucial role in guaranteeing food security – the basis for national economic growth and poverty reduction. Aquaculture development, however, has lost momentum in recent years despite the progressive depletion of marine and inland fisheries and only limited irrigation of cultivated land areas. This situation requires multiple water uses within irrigation systems and better awareness of the connection between water management activities and aquatic ecosystems.<sup>1</sup>

### Towards a Solution

The rice-fish culture South-South exchange between China and Nigeria begun in 2002 has sought to tackle this challenge. The initiative does so by utilizing the centuries-old, successful, integrated rice-fish system – which makes it possible to raise fish and plant rice simultaneously in rice fields in a symbiotic relationship – in order to enhance rice and fish yields, increase farmers' income, create an ecological agricultural system and protect the environment. Rice-fish co-cultures lessen the environmental impact of agricultural chemicals and help to make rice farming more profitable.

This initiative offers a regional and global network of expertise, experience and skills that are expanding a cutting-edge approach to farming throughout the South that addresses multiple development challenges at once. Through the FAO-China Trust Fund, over 80 Chinese rice-fish experts have been fielded to countries in Africa, Asia and the South Pacific for a two-year period. Other tools for knowledge exchange, including training courses and workshops, have been organized in China for participants from partner countries.

Introducing the rice-fish system in developing countries begins with orientation workshops followed by pilot activities that have a low investment cost (about \$1,000 per site). Once pilot results are monitored, the rice-fish model is scaled up to other potential sites in the country. These activities go hand in hand with capacity development activities that include sharing of knowledge and experience to bolster local capacity. The introduction of new technologies is part of the overall rice-fish system assimilation process.

**The rice-fish system has been effective in doubling yield: on average, 6.7 to 7.5 tons of rice per hectare, and a total of 0.75 to 2.25 tons of fish per hectare. The output value is some \$8,550 to \$17,100 per hectare, very high by international standards.** The system has had a notable impact in participating countries such as Nigeria, where it has been successfully implemented on over 10,000 hectares through



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<sup>1</sup> <http://www.fao.org/docrep/007/y5641e/y5641e04.htm>

more than 35 demonstrations with different models, patterns and fish species. Farmers have accepted the low-cost, high-yield rice-fish culture, and many private farms and farmer groups have managed to include a large number of households. They have reported a 22 to 100 per cent increase in rice yields and an increase in net income of 29 to 96 per cent. Similarly, in Uganda, fish fertilization rose from 26 to 81 per cent, the survival rate of catfish fingerlings improved from 80 to 90 per cent, fish formulas for different growth stages improved, and farmers' uptake of the system increased along with their incomes.

This system has been considered as a globally important indigenous agricultural heritage system. Using an integrated technology, it allows fish culture to grow rotationally or concurrently with rice crops in rice fields and at different levels of intensity. Rice plants offer shade to fish while fish nourish rice plants, soften soil and oxygenate the water. The system minimizes risk to resource-poor farmers, increases their net income, and reduces pesticide, herbicide and fertilizer use. The ecological soundness of rice-fish systems, twinned with landscape beautification, stimulates ecotourism and ultimately diversifies local livelihoods.

The strong capacity development and training components of this initiative ensure its long-term sustainability, success and socioeconomic impact, including for food security and nutritional programmes, and has been adopted at the policy level in participating countries. The transfer of the

following skills and expertise ensures that sustainable agricultural practices are observed and adapted to work in harmony with the local community: rice field infrastructure improvements; fish/fry rearing and fish/fry stocking; rice cultivation technologies and support to the selection of the most applicable rice varieties for local climate and soil conditions; high-yield hybrid rice with compact plant types with strong resistance to diseases and pests (reducing the need for pesticides and fertilizers); effective field management practices; and guidance on harvest, pond storage and marketing.

The integrated solution has a huge potential for scaling up and is relevant and applicable to most rice fields, especially in countries with terrain suitable for rice farming. It has already been replicated in African and Asian countries, and new partnerships are continually being negotiated.

A wide range of partners and stakeholders benefits: government officials, agriculture extension officers, business companies, and local communities and farmers in both rural and urban areas. China and FAO have set up the FAO-China Trust Fund to finance the initiative and provide technical support and training.

**Contact:**

Mr. Zhongwei Liu, Coordinator, FAO/China South-South Cooperation Programme, SSC Team, FAO  
[zhongwei.liu@fao.org](mailto:zhongwei.liu@fao.org)  
[TCSS-Chief@fao.org](mailto:TCSS-Chief@fao.org)

**Project name:** Rice-fish Culture: An Exchange between China and Nigeria

**Countries:** China, Nigeria (with replication in Ethiopia, Liberia, Mali, Senegal, Sierra Leone, Uganda)

**Sustainable Development Goal target:** 2.4

**Supported by:** FAO/China Trust Fund

**Implementing entity:** FAO

**Project status:** Ongoing

**Related resources:** FAO Rice-Fish Culture: An Exchange between China and Nigeria Pamphlet; FAO Scaling-Up Integrated Rice-Fish Systems Pamphlet

# School Feeding

A good, healthy diet for all students means success on multiple fronts

## Challenge

It is estimated that some 66 million primary-school-age children go hungry every day, with 23 million hungry children in Africa alone. Some 80 per cent of these 66 million children are concentrated within 20 countries. Additionally, 75 million school-age children (55 per cent of them girls) do not attend school; 47 per cent of them live in sub-Saharan Africa. Research shows that providing in-school meals, mid-morning snacks and take-home rations through school feeding programmes can alleviate short-term hunger and increase children's abilities to concentrate, learn and perform specific tasks. It has also been linked to an increase in the enrolment of girls. These effects seem to be greater among children who are also chronically undernourished, usually the poorest children.<sup>1</sup>

## Towards a Solution

Since 2009, the Brazilian School Feeding initiative has successfully addressed this issue and inspired others. The model uses school feeding as a social safety net that ensures education and health for the most vulnerable children, thereby increasing enrolment rates, reducing absenteeism and improving food security at the household level. School feeding is now changing the way in which the poorest countries address the combined challenges of hunger, education and small-scale agricultural production, building on the successes, lessons and structures in countries of the South such as Brazil.

Since 2009, with funding from the National Fund for Educational Development, the initiative has supported school feeding programmes to advance the Hunger Free Latin America and the Caribbean 2025 initiative. It focuses on sharing Brazilian knowledge, technical know-how, policies and practices for school feeding with 14 countries. Through it, technical support and experiences are being exchanged with each of the countries concerned, engaging more than 5,200 qualified experts.

The initiative takes a holistic approach that puts national and local governments in charge of school feeding, focused on improving food access and availability, enhancing farmers' productivity, providing technical assistance for policy and programming, and supporting the building and sharing of knowledge. School feeding ensures: (a) good food: making sure that school meals are provided to all students, as a matter of public policy, through systematic, continuous programmes with guaranteed government resources; (b) strengthened capacities: of institutions as well as the skills of managers and technicians involved; (c) community incentives: establishing school feeding initiatives, such as public buyers of locally produced food from family farmers; (d) broad participation: involving a wide range of community and government actors, including

2 ZERO HUNGER



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<sup>1</sup> <http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTEDUCATION/0,,contentMDK:22705274~menuPK:282424~pagePK:64020865~piPK:149114~theSitePK:282386,00.html>

civil society, cooperatives and parliaments, contributing to the design and implementation of school feeding policies and practices; and (e) appropriate policies: articulating school feeding policy alongside other policies, programmes and actions that strengthen food security at the country level.

**In Africa and Latin America, more than 150,000 schoolchildren have benefited from healthy food during school days, leading to their better health and higher rates of school attendance.**

Partner countries have created school feeding policies and provided hundreds of schools with locally purchased food and improved infrastructure and skills. School feeding also reduces the costs of sending girls to school, thereby allowing for their increased attendance rates and improving gender equality. Since its inception, this initiative has: (a) guaranteed regular school meals and improved the nutritional status of children; (b) improved the school-feeding legal framework in participating countries; (c) raised awareness of the problem and the solution; (d) integrated school feeding into the human rights framework; (e) elicited broad participation; (f) renewed interest in gardening as a means of learning about food and hygiene; (g) made participating schools model schools; and (h) created a new South-South experience sharing model.

School feeding uses on-site meals that children consume at school along with take-home rations containing basic food items for home consumption. Many countries have adopted home-grown school feeding that requires the majority of food distributed to

schools to be locally grown, thereby combining better health and nutrition for children with smallholder farmers' access to markets.

School feeding programmes are community-specific and require good planning and a steady flow of financial and human resources to ensure sustainability. They are also context-specific, so each community should alter them based on local demographics, geography and other patterns. Countries must determine if school feeding is the most effective approach to tackling the needs of the children in their communities who are the neediest. Building on the success of the initiative, the stage is set to scale up and further strengthen school feeding, its policies and institutions in already-participating and in additional countries. The aim is to continue to scale up school feeding to 18 countries in Latin America and the Caribbean by 2017.

Children in schools are the main beneficiaries, while the Governments of participating countries and non-governmental organizations are the main national partners. In Brazil, the National Fund for Educational Development provides financing while the Ministry of Education, the Brazilian Cooperation Agency and the Ministry of External Relations set up the policy framework and lead the South-South exchange component. FAO and WFP provide technical support and expertise.

**Contact:**

FAO: Ms. Najla Veloso,  
[Najla.Veloso@fao.org](mailto:Najla.Veloso@fao.org) or [TCSS-Chief@fao.org](mailto:TCSS-Chief@fao.org)

**Project name:** School Feeding

**Countries:** Antigua and Barbuda, Bolivia (Plurinational State of), Brazil, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Ethiopia, Guatemala, Honduras, Jamaica, Malawi, Mozambique, Nicaragua, Niger, Paraguay, Peru, Saint Lucia, Senegal, Venezuela (Bolivarian Republic of)

**Sustainable Development Goal target:** 2.1, 2.2, 4.1, 5.c

**Supported by:** National Fund for Educational Development, Ministry of Education of Brazil, FAO and WFP

**Implementing entities:** FAO, WFP

**Project status:** Ongoing

**Project period:** 2009 to 2025, as part of the Zero Hunger Initiative

**URL of the practice:** <https://www.wfp.org/school-meals>

**Related resources:** Brazil-FAO Strengthening School Feeding Programmes; FAO Brazilian School Feeding Model booklet; Organization of American States.



## Strengthening Governance for Nutrition

Improving governance for food security and nutrition within the framework of the Guatemala Zero Hunger Plan through the exchange and adaptation of experiences

### Challenge

Guatemala suffers from high food insecurity and chronic undernutrition, and its local government and community leaders have limited awareness of food and nutrition security issues. As a result, these crucial issues are not reflected in local decision-making. Meanwhile in the same region, Chile has successfully addressed child undernutrition since the 1940s. Its success can be attributed to a political and technical consensus that has allowed the integration and sustaining of policies over time, based on laws and regulations relating to prevention, treatment and control.

### Towards a Solution

In 2013 and 2014, Chile partnered with the World Food Programme (WFP) to create the Strengthening Governance for Nutrition Initiative to assist Guatemala with this challenge. The objective of the Initiative was to support the implementation of the Guatemala Zero Hunger Plan and generate participatory mechanisms at the community and local levels to improve child nutrition – focusing on the critical window of opportunity for preventing undernutrition that exists during the 1,000 days between conception and a child's second year of life – and to strengthen governance for food security and nutrition.

Chile and Guatemala jointly designed the project with WFP support and guidance. Consensus was reached through information exchanges. A preliminary work plan was forged based on the national priorities in the Guatemala Zero Hunger Plan. The project also carried out a gap analysis exercise. The analysis revealed that Guatemala had low local empowerment for food and nutrition security. Chile had the methodologies and capacities needed to transfer its own experience. Chile's experience in child nutrition is considered a success because it has achieved outcomes that are verifiable, particularly those for capacity-building.

The implementation phase of the project followed a participatory approach at the national and local levels aimed at improving local management capacities and coordination and at defining the roles and responsibilities of the different food and nutrition interventions within the established legal and regulatory frameworks. In order to strengthen food and nutrition security in the San Carlos Alzatate and Jalapa municipalities, Chilean experts outlined the following methodological approach:

1. Provide project information to local authorities.
2. Recruit and induct local managers.
3. Map actors.
4. Systematize, analyse and approve the mapping of actors.
5. Conduct workshops.
6. Design community action plans.
7. Develop the final project report.

8. Present results to the National Commission on Food and Nutrition Security.

The latest reports of the Guatemalan Secretariat for Food Security and Nutrition indicated that the Government had validated the project model. The model is in alignment with the new national strategy, 2016-2020, that the Secretariat for Food Security and Nutrition will coordinate.

The participatory approach ensured direct involvement of community and institutional actors in the development of the action plans. The model and methodology also fed into the Secretariat-led communications strategy for development in food security and nutrition.

The sustainable elements of the project included: (1) alignment with national priorities, laid out in the Guatemala Zero Hunger Plan; (2) verifiable outcomes; (3) strengthening of methodologies and capacities in the recipient country; and (4) development of effective transfer and exchanges.

Replication depends on: (a) creating a technical group at the central level to support local-level planning and implementation of each component of the action plans; (b) monitoring implementation of the action plans; and (c) conducting evaluations and expanding the model to the rest of the country.

The project target groups included local political authorities, local implementing authorities and community leaders: women's associations, local farmer associations, and local representatives from schools and churches. Beneficiaries included local communities, local political authorities, local implementing authorities and

national authorities linked to food and nutrition security (the Secretariat for Food Security and Nutrition and the Ministry of Public Health and Social Assistance). Users and partners included local political authorities (governor, mayor, and development council), the municipal development council, the community development council, food security and nutrition commissions, health centres, the ministries of agriculture, social development and education, the University Centre, the Secretariat for Food Security and Nutrition, and the Ministry of Public Health and Social Assistance.

Chile was the main donor. Implementing partners included the Chilean Institute of Nutrition and Food Technology, the Chilean Corporation for Child Nutrition and WFP. UNICEF participated in some workshops and meetings and was interested in using the methodology for its communications strategy.

**Contact:**

Mr. Marco Antonio Monzon, SESAN

[marco.monzon@sesan.gob.gt](mailto:marco.monzon@sesan.gob.gt)

Mr. Mario Touchette, WFP Guatemala Country Office

[mario.touchette@wfp.org](mailto:mario.touchette@wfp.org)

Ms. María Teresa Oyarzún, Technical Coordinator, Chilean Institute of Nutrition and Food Technology (INTA)

[mtoyarzun@inta.uchile.cl](mailto:mtoyarzun@inta.uchile.cl)

Mr. Arturo Vergara, Chilean International Cooperation Agency (AGCI)

[avergara@agci.gob.cl](mailto:avergara@agci.gob.cl)

Ms. María Pino, WFP Regional Office for Latin America and the Caribbean

[maria.pino@wfp.org](mailto:maria.pino@wfp.org)

Ms. Carola Kenngott, South-South and triangular cooperation, WFP HQ

[carola.kenngott@wfp.org](mailto:carola.kenngott@wfp.org)

**Project name:** Strengthening Governance for Nutrition

**Country:** Guatemala

**Sustainable Development Goal target:** 2.2

**Supported by:** Chile through the Chilean International Cooperation Agency (AGCI)

**Implementing entity:** WFP

**Project status:** Completed

**Project period:** 2013-2014

**URL of the practice:**

<http://www.sesan.gob.gt/index.php/noticias/descarga-documentos/49-gobernanza/file>

<http://www.sesan.gob.gt/index.php/item/1697-estrategia-de-gobernanza-en-san-busca-la-participacion-comunitaria>

[http://fondochile.cl/work\\_item/3d-advertising/](http://fondochile.cl/work_item/3d-advertising/)

**Related resources:** Cooperación Triangular de Chile: Marco Conceptual y Experiencias.



# Better Hospital Performance through 5S-KAIZEN-TQM

This innovative Southern-grown model is transforming hospital health-service management in more than 500 health facilities in Africa, the Arab States and Asia

## Challenge

Hospitals in developing countries face serious problems with health-service quality owing to a lack of adequate human resources, poor management of equipment and medicines, and operational inefficiency. Global development discourse, in the meantime, has neglected the issue of hospital performance, giving more attention to strengthening primary-health-care disease-specific programmes.

## Towards a Solution

The Southern-developed 5S-KAIZEN-TQM model offers a tried and tested solution to this challenge. It was originally developed in the Japanese industrial sector and launched in the Castle Street Hospital for Women in Sri Lanka. Later, the Japan International Cooperation Agency (JICA) developed it into a simple, feasible way to improve hospital management and health-care quality in resource-constrained settings using a change-management approach.

A simple, affordable tool and implementation method, 5S-KAIZEN-TQM emphasizes a team-based practice and a step-by-step methodology. These features ensure incremental and thoughtful collective action that gives hospital personnel a positive outlook on the potential to improve service quality. As such, 5S-KAIZEN-TQM creates processes and spaces for mutual learning among participating countries.

How does 5S-KAIZEN-TQM work?

- “5S” represents a set of five entry actions for creating a better working environment: Sort, Set, Shine, Standardize and Sustain;
- “KAIZEN” is a participatory performance and productivity improvement approach through incremental and reflective team actions; and
- “TQM” (Total Quality Management) is the approach for system-wide management in pursuing higher-quality products and services.

**A total of 22 countries, including more than 500 health facilities, have adopted the model in Africa, the Arab States and Asia** through JICA cooperation, promoting knowledge-sharing and co-creation among participants. The United Republic of Tanzania is a 5S-KAIZEN-TQM champion and serves as a pivotal country for its expansion throughout Africa. A recent JICA survey shows a net improvement in the country’s hospital cleanliness, waste segregation, work environment, patient satisfaction, patient waiting time, incidence of phlebitis associated with intravenous cannulation, the number of rejected laboratory samples, and overcrowding of patients. Hospital revenue has in turn risen thanks to better application of health insurance. JICA continues to facilitate the model’s knowledge-sharing and co-creation aspects among Southern countries, providing financial, technical and logistical support.



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5S-KAIZEN-TQM involves ministry officials and key medical professionals in programme design and implementation and as such is institutionalized into the national health management system. The model is user-friendly – designed to help users to learn and apply it in their own work environment. It is suitable for diverse country and sector contexts, its application

entails minimal costs, and its simple design means that there is no need for expensive technical consultants.

**Contact:**

Japan International Cooperation Agency (JICA)  
[pdgdp@jica.go.jp](mailto:pdgdp@jica.go.jp)



**Project name:** 5S-KAIZEN-TQM: Better Hospital Performance

**Countries:** Armenia, Bangladesh, Benin, Burkina Faso, Burundi, Cambodia, Democratic Republic of the Congo, Egypt, Eritrea, Iraq, Jordan, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mongolia, Morocco, Niger, Nigeria, Senegal, South Africa, Sri Lanka, Sudan, Uganda, United Republic of Tanzania, Viet Nam

**Sustainable Development Goal targets:** 3.3, 3.b, 3.c, 3.d

**Supported by:** Japan International Cooperation Agency (JICA)

**Implementing entities:** Ministries of Health and health facilities in participating countries

**Project status:** Ongoing

**Project period:** 2007 to present

**URL of the practice:** JICA 5S-KAIZEN-TQM Approach

[http://www.jica.go.jp/english/our\\_work/thematic\\_issues/south/project06.html](http://www.jica.go.jp/english/our_work/thematic_issues/south/project06.html)



## ClickMedix

### Delivering adequate health-care services to the poor via mobile-phone-enabled services

#### Challenge

Millions of people in developing countries in Africa, the Arab States, Asia, and Latin America and the Caribbean have little access to qualified physicians. The reasons for this situation range from lack of physical access (patients having difficulty reaching a doctor in remote or even urban communities) and lack of funds (patients cannot afford the high cost of health care and governments are unable to subsidize underserved populations) to lack of medical resources (most countries face severe shortages of trained health-care professionals, especially medical experts).

#### Towards a Solution

ClickMedix, founded in 2010 by faculty and students of the Massachusetts Institute of Technology and Carnegie Mellon University, has been bringing affordable, quality health services to underserved patients in the developing world. It does this by enabling health organizations to reach more patients through mobile phones or tablets, using an application for remote diagnosis: wherever the patients are, doctors are able to discuss a patient's care and prescribe a course of treatment in real time. The platform also offers the possibility of remote training and staff supervision, thereby building physician capacity while reducing costs. This global interconnected service is a prime model of triangular cooperation that is changing the way in which health-care systems and professionals across countries interact with one another, share data and offer their patients quicker, affordable, quality health-care services.

Building on a three-year pilot, ClickMedix created a highly reliable, secure, user-friendly tele-health, disease management and care coordination system that is compliant with the Health Insurance Portability and Accountability Act (HIPAA) and that can be deployed quickly to health practitioners and connect patients with medical experts worldwide. ClickMedix collaborates with local health enterprises such as the Jodhpur School of Public Health, whose health workers collect information from visits, including risk screening and triage, using smartphone applications, which ClickMedix customizes to the local context. The programme administrator can then view real-time data and patient progress in any preferred format. ClickMedix obtains doctors' contact information from local enterprises and sets up remote consultations to enable local health-care workers to send patient information to a remote consulting doctor who provides a course of treatment that the local health-care worker administers and updates in the application, all available in real time. If a remote consultation is not available, the health workers refer the patients and help them to set up appointments with locally appropriate doctors based on the patient's condition.

**ClickMedix has been used to reduce patient waiting time from months to less than 72 hours, has enabled doctors to serve 4 to 15 times more patients without**



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**spending more time, and has created a more skilled workforce as well as new jobs for community-based and home-based health-care services. It has treated more than 200,000 patients, trained over 1,000 health professionals and saved more than \$10 million globally.** For example, by utilizing the ClickMedix platform, community health workers in New Delhi and Hyderabad were able to record basic patient data, conduct a physical ear screening with a Medtronic otoscope, and refer patients to ear, nose and throat specialists at hospitals. Those specialists confirm diagnoses and issue treatment plans remotely or suggest to patients that an outpatient treatment appointment is available. At health camps, small infections were treated while complex cases were referred to a hospital for further treatment. ClickMedix worked together with Medtronic to implement a screening process that took no more than three minutes, screen more than 200,000 patients with just nine health workers, double the number of treatments performed in partner hospitals, and extend service to in-hospital and patient counsellor follow-up care.

The ClickMedix-connected mobile health platform (called mHealth) connects health providers, reduces costs of service delivery and uses tiers of a country's existing health-care system for patient care. Community health-care workers or clinic nurses with ClickMedix-enabled mobile phones or tablets can treat a patient thanks to their connection to the mHealth platform and to the entire health system. Once established, ClickMedix promises reliable transmissions (even where data connectivity is weak

or intermittent), secure data processing, easy user interface, cell/tablet/laptop accessibility, integration into other information technology systems, and user control. It can be replicated in any country with mobile technology infrastructure, and it is easily scalable with more smartphones/tablets. A single device with a health worker or nurse can serve more than 1,000 patients per month.

Partners include global health organizations, health ministries, academia, medical professionals, public health practitioners, technologists, development activists, entrepreneurs and, of course, patients. More specifically, ClickMedix receives technical and financial support from an array of actors, including Medtronic, Ashoka, Western Diabetes Institute, Tata Trust, Cartier, Toyota, Grameen Health and Research, and Harvard University. These institutions have used mobile phone technology applications (e.g., Mobile Tele-Diabetes, Mobile Tele-Cardiology, Mobile Tele-ENT (Ear, Throat, Nose) and Mobile Tele-Dermatology) to treat diabetes, heart failure, skin and cervical cancer, Hansen's disease and HIV/AIDS, among others, and have assisted with improving patient outcomes in countries such as Ghana, India, Mexico and the United States.

**Contact:**

Ms. Ting Shih, Founder and CEO

[ting@clickmedix.com](mailto:ting@clickmedix.com)

ClickMedix Headquarters

[info@clickmedix.com](mailto:info@clickmedix.com)

**Project name:** ClickMedix

**Countries:** Bangladesh, Brunei Darussalam, Chile, China, Ghana, Guatemala, Haiti, India, Mexico, Peru, Philippines, Trinidad and Tobago, Uganda, United Arab Emirates, United States

**Sustainable Development Goal targets:** 3.8, 3.9, 3.d

**Supported by:** ClickMedix

**Implementing entities:** Health ministries, hospitals, clinics, medical education institutions, health corporations

**Project status:** Ongoing

**Project period:** 2010-present

**URL of the practice:** <http://clickmedix.com>

**Related resources:** ClickMedix PowerPoint presentation; ClickMedix Facebook; ClickMedix Twitter; ClickMedix YouTube.



# Elimination of Malaria in Mesoamerica and Hispaniola

A three-pronged approach built on proven strategies paves the way for the elimination of malaria in the subregion and serves as a model for others

## Challenge

Despite the decreasing global incidence of malaria, the disease remains a public health problem worldwide, affecting mainly developing countries in Africa, Asia and Latin America. It continues to be endemic in 21 countries of the Americas, with an estimated 427,000 cases per year. Approximately 10 per cent of these cases occur in the Mesoamerican and Caribbean regions. During the last decade, malaria transmission in Mesoamerica showed a decrease of about 85 per cent, whereas in the Caribbean region, Hispaniola (the Dominican Republic and Haiti) experienced an overall rise in malaria transmission due primarily to a steady increase in Haiti, while in the Dominican Republic, there was a significant drop in transmission.<sup>1</sup>

## Towards a Solution

This recently observed significant reduction in malaria in the region has galvanized the launch of the initiative for the Elimination of Malaria in Mesoamerica and Hispaniola to finally eliminate local cases of malaria in participating countries by 2020 and achieve full World Health Organization (WHO) certification by 2025. The initiative embraces a three-pronged approach : (a) stimulating a shift from malaria control to pre-elimination and ultimately elimination; (b) incentivizing countries to accelerate the pace towards malaria elimination; and (c) reducing local malaria cases by linking achievements to a results-based financing mechanism. All countries work to revise their national strategies towards elimination. Results and advancement towards elimination are confirmed annually through an evaluation mechanism coordinated by WHO/the Pan American Health Organization (PAHO).

Preliminary data have shown the impact of the initiative throughout the region and especially in the Dominican Republic, where interventions have reduced the number of malaria cases and have had the simultaneous impact of reducing lymphatic filariasis and controlling dengue, underlining how steps in malaria elimination can also decrease the level of neglected tropical diseases. The initiative introduces coordinated efforts in participant countries, supports individual national efforts in the transition from control to elimination, and coordinates technical assistance and support of multiple partners in a single visible objective. All revised national strategies therefore focus on elimination. In some cases, stratification at the municipality level makes it easier to more accurately focus available resources to tackle the disease using the most appropriate techniques, such as the “Test, Treat and Track”-focused use of bed nets, case investigation, targeted interventions and intersectoral, cross-border collaboration.

The initiative has a strong partnership focus, the political commitment of participating countries, national ownership and the expected availability of additional national



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<sup>1</sup> <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC4431857/>

investment, which together guarantee the long-term success of this approach. It has been used as a model for adapting similar interventions in other malaria-prone regions where there is the possibility of reaching regional consensus (governments, technical agencies, affected communities) to eliminate the disease.

The Elimination of Malaria in Mesoamerica and Hispaniola receives support from a global network of expertise (bilateral, multilateral and private) that enables the countries involved to share best practices and experiences on the path to malaria elimination. The Global Fund to Fight AIDS, Tuberculosis and Malaria provides catalytic funding that enables the initiative to accelerate the process of elimination, with the understanding that efforts in these countries were already being coordinated.

Partners include beneficiaries of participating countries; national and local governments; health institutions; the Global Fund to Fight AIDS, Tuberculosis and Malaria; the Council of Ministers of Health of Central America; PAHO; WHO; the Governments of Canada, Colombia, France, Germany, Mexico and the United States; the Bill & Melinda Gates Foundation; the Clinton Health Access Initiative; the Andean Development Corporation; the Carter Center; Population Services International; and the Barcelona Institute for Global Health (ISGlobal). Partner participation includes direct funding, technical assistance, support to grant development and reinforcement of national capacities.

**Contact:**

The Global Fund to Fight AIDS, Tuberculosis and Malaria  
[info@theglobalfund.org](mailto:info@theglobalfund.org)



**Project name:** Elimination of Malaria in Mesoamerica and Hispaniola

**Countries:** Belize, Costa Rica, Dominican Republic, El Salvador, Guatemala, Haiti, Honduras, Nicaragua, Panama

**Sustainable Development Goal target:** 3.3, 3.b, 3.d

**Supported by:** The Global Fund to Fight AIDS, Tuberculosis and Malaria

**Implementing entity:** Population Services International

**Project status:** Ongoing

**Project period:** 2014 to present

**URL of the practice:** <http://www.theglobalfund.org/en/>



# Global Transfer Project

## Community-to-community learning project on HIV/AIDS

### Challenge

The Joint United Nations Programme on HIV/AIDS (UNAIDS) is reporting the lowest levels of new HIV infections in this century at 2.1 million. In the last three years alone, new HIV infections have fallen by 13 per cent. AIDS-related deaths are at their lowest since the peak in 2005, having declined by 35 per cent. To get on track, new targets will focus on closing the gap in access to HIV treatment and prevention by setting new targets for 2020, including a bold target of providing access to antiretroviral treatment. The treatment target – known as 90-90-90 – would enable 90 per cent of people living with HIV to know their HIV status, 90 per cent of people who know their status to access HIV treatment and 90 per cent of people on HIV treatment to achieve viral suppression.<sup>1</sup>

### Towards a Solution

The Global Transfer Project aims to strengthen partnership and collaboration between governments and communities in an effort to fast-track the AIDS response in countries by 2020. It provides opportunities for countries to learn about successful systems, processes and strategies from one another, increasing their potential for positive results. Consultations have been carried out in participating countries to facilitate discussion on HIV prevention services and bring interventions to scale in mega cities and large urban centres, focusing on socially marginalized groups of men having sex with men, transgender people, sex workers and people who inject drugs. Sharing cities' EpiData, vulnerabilities, socioeconomic conditions and the HIV burden of key affected populations through consultations has helped Cambodia, India, Indonesia and Thailand to revisit their programme plans and prioritize strategies that work for marginalized groups.

Inter country exchanges, visits to HIV-prevention learning sites and community-to-community interaction have: (a) encouraged the promotion of community-led models; (b) highlighted the need for a self-sustaining community response to AIDS; and (c) exposed country representatives to different epidemics, responses and contexts, including locally sustainable models. For example, the Humsafar Trust (Mumbai, India), a learning site, had taken steps to diversify its services and mobilize funds through its community research and advocacy division. Indonesian delegates visiting India were exposed to the use and implementation of telemedicine for the case management of patients in rural settings. Centres of excellence are rolling out this strategy to help in scaling up service focused on increased quality and provide mentoring among clinicians.

A multi-pronged strategy has been adopted by a South-to-South (S2S) platform for facilitating knowledge and skills transfer between countries. It includes: (a) country needs assessments; (b) mentoring community-based organizations; and (c) thematic workshops and guided exposure visits and missions to countries. Four community-based organizations (Ashodaya Samithi and the Humsafar Trust in India; the HIV Foundation in Thailand; and KHANA in Cambodia) were selected as learning sites. These organizations are being funded based on their core HIV competencies and the innovative approaches



<sup>1</sup> [http://www.unaids.org/en/resources/presscentre/pressreleaseandstatementarchive/2014/september/20140925\\_pr\\_fast\\_track](http://www.unaids.org/en/resources/presscentre/pressreleaseandstatementarchive/2014/september/20140925_pr_fast_track)

that they adopt to increase service coverage of key populations. Some of their innovative approaches include community-based HIV testing approaches (testing for triage) to reach out to unreached key populations, case management of HIV prevention, and treatment cascade through demand creation using peer health navigation for effective referrals and links with public health and other social protection schemes. The recipient countries were aided by twinning arrangements between cities, bi-directional learning missions, and agreed frameworks for knowledge transfer of best practices in identifying areas and ways to strengthen prevention and treatment approaches. Short-term fellowships and on-site technical support and virtual platforms have been mapped to promote South-South learning.

The project has helped India to learn from Cambodia's experience in community-led HIV testing approaches. Cross-fertilization of ideas has provided further impetus for India to initiate a revision of its national guidelines. A similar promising learning example under the S2S collaboration platform was found in the Indonesian mission to India and Thailand. Indonesia adopted the test-for-triage approach to scale up testing services for men who have sex with men and other key populations, and it also discovered how to optimize coordination between public health systems and communities.

Through cross-learning and cross-fertilization of ideas, countries partnering in this initiative could appreciate the need to: (a) strengthen their response systems in the area of clinical excellence; (b) conduct training in the psychological aspects of care; (c) engage in operational research; and (d) pursue management excellence to reinforce the AIDS response. Community-to-community exchanges facilitated the creation of platforms for members to share implementation approaches, curriculums and pedagogical approaches for increased HIV testing, information on scaling up treatment, and ways to improve links to social protection schemes.

Many of these innovative community-owned and -led approaches help to develop resilience among

key populations and respond to emerging needs in a meaningful way. The learning sites have built their internal systems to address policy issues and legal reforms. Similarly, national AIDS control councils that are keen to revise their programme guidelines and standard operating procedures relating to HIV prevention and treatment services based on exchange missions are direct, significant developments under S2S platforms.

Partners include governing-board members of national AIDS control councils, administrative heads of public health research institutes, programme managers at government and non-government levels, research agencies and communities and national AIDS control bodies and organizations at the national and subregional levels. The role of governments is to recommend centres of excellence, non-governmental and community-based models and public-private partnerships that promote partnerships between institutions and communities. The Head of the National AIDS Control Organization in India and the Secretary of the National AIDS Council in Indonesia chaired the missions at the national level, exchanged countries' progress, and reviewed opportunities for future collaboration and focus areas to share best practices. Representatives of community-based organizations from key populations were part of country missions as equal partners and agreed on common agendas and priority areas for cross-learning. In addition, technical experts from centres of excellence extended their support by providing technical assistance to improve the quality of HIV services in the area of prevention and treatment for key affected populations and people living with HIV. This was facilitated by UNAIDS country offices in the respective countries involved in this project.

**Contact:**

Mr. Tony E. Lisle, Regional Programme Adviser, UNAIDS Regional Support Team for Asia and the Pacific  
[lisset@unaids.org](mailto:lisset@unaids.org)

Ms. Nandini Kapoor-Dhingra, Senior Community Mobilization and Networking Adviser, UNAIDS India  
[kapoorn@unaids.org](mailto:kapoorn@unaids.org)

**Project name:** Global Transfer Project Community-to-community learning on HIV/AIDS

**Countries:** Bangladesh, India, Indonesia, Myanmar, Nepal, Philippines, Viet Nam, selected African countries

**Sustainable Development Goal targets:** 3.5, 5.1, 10.2

**Supported by:** United States Agency for International Development (USAID)

**Implementing entities:** UNAIDS

**Project status:** Ongoing

**Project period:** 2013 to 2016

**Related resources:** [www.nswp.org](http://www.nswp.org); [www.humsafar.org](http://www.humsafar.org); [www.infosem.org](http://www.infosem.org)



# Lao-Thai Collaboration in HIV Nutrition (Lao-TACHIN)

The Lao People's Democratic Republic teams up with Thailand to treat HIV through better nutrition in the Greater Mekong subregion

## Challenge

The Greater Mekong subregion, one of the world's fastest-growing areas, has been especially vulnerable to and affected by HIV. As a land bridge between South and East Asia, it is well positioned for trade with its neighbours, yet this same advantage and connectivity expose it to the rapid spread of HIV. The subregion was an original epicentre of the HIV epidemic in Asia, and in the previous decade, it was estimated that more than 1.6 million people in the subregion were living with HIV/AIDS. Nearly a quarter of those affected were women, and the proportion was rising.

## Towards a Solution

In 2008, the Lao People's Democratic Republic came together with Australia and Thailand, in partnership with the Thai Red Cross AIDS Research Centre and the Albion Centre, to create the Lao-Thai Collaboration in HIV Nutrition project, known as Lao-TACHIN. The project built on the successful experience of the similarly named Thai-Australian Collaboration in HIV Nutrition (TACHIN) project. The aim was to ensure better, universal access to comprehensive HIV treatment, care and support in the Greater Mekong subregion through a strong focus on nutrition.

The Lao-TACHIN project offers a vast global network of services for capacity-building and the sharing of knowledge and experience that has helped countries to provide adequate HIV treatment. The good practices of integrating HIV-nutrition service into HIV treatment in the southern Lao People's Democratic Republic demonstrated the benefits of supporting and improving quality of treatment. As a result, other regions and countries have taken up the practice. The Thai Red Cross AIDS Research Centre and the Albion Centre played the key role in advocating and supporting the Lao People's Democratic Republic to network with other organizations and countries in order to expand the HIV-nutrition project through South-South cooperation.

The project takes a multidimensional approach to treating HIV and its impacts, focusing on providing people living with HIV the right nutrition to ensure survival and a better quality of life. The approach includes strong capacity-development and system-strengthening components, with a focus on local partnerships. The Thai Red Cross AIDS Research Centre used the South-South approach for capacity development and system strengthening of HIV-nutrition services in the Lao People's Democratic Republic, providing technical support to health-care providers and peers of people living with HIV while supporting the provincial hospital to work with the provincial health office and the peer support group for people living with HIV to integrate HIV-nutrition services into HIV prevention, treatment, care and support.

During its five-year run, the Lao-TACHIN project showed significant progress both in HIV treatment and nutrition in 11 participating provinces, and it has now expanded to

<sup>1</sup> <http://www.adb.org/sites/default/files/publication/29244/hiv-aids-greater-mekong-subregion.pdf>



@Lao-TACHIN

others. The project trained peer educators and provided nutrition education in 12 provinces, where it also offered HIV counselling and testing and the prevention of parent-to-child transmission, which are now ongoing. In short, the initiative has demonstrated the importance of a nutrition approach to HIV treatment.

In 2012, the project shared its lesson at the regional HIV-nutrition workshop in Bangkok that was attended by a number of policymakers and health-care providers from Asia-Pacific countries. Cambodian policymakers and providers of HIV health care in turn asked for an onsite visit. The project has since been used as a best practice in Cambodia and Myanmar, following the Lao-TACHIN innovation of a multidisciplinary approach to HIV treatment with a strong focus on nutrition.

The strong capacity-building and system-strengthening components of this Lao-TACHIN project guarantee its long-term sustainability and assimilation in countries. Since the end of the project, nutrition assessments and counselling have been included in the Lao People's Democratic Republic national guidelines on HIV treatment. In addition, the project established and provided HIV-nutrition services for people living with HIV in antiretroviral clinics, including printed materials in the Lao language that were disseminated to other clinics across the country. As part of the training-of-trainers component, the Lao-TACHIN project trained health-care providers, and peer supporters in turn trained the health-care providers and members of the support group for people living with HIV in other provinces of the country.

Replicating the Lao-TACHIN model depends on political will and adequate funding for capacity development and training. Similar models have been developed in countries such as the Dominican Republic, Honduras, Mozambique, the Plurinational State of Bolivia, Zambia and Zimbabwe. The following conditions are required to replicate the Lao-TACHIN project: inclusion of

trained health-care providers in nutrition assessments and counselling, minimal equipment for nutrition assessments and information-education counselling, endorsement or support from the directive department, and partnerships and ownership among all stakeholders.

The main partners included the people-living-with-HIV peer support groups, the provincial health office, provincial hospitals, Lao-TACHIN, AusAID, the Albion Centre, the Thai Red Cross AIDS Research Centre, the Centre for HIV/AIDS and Sexually Transmitted Infections (CHAS, Lao People's Democratic Republic), WHO and WFP. The support group for people living with HIV and provincial hospitals received technical support and capacity-building in HIV-nutrition services from Lao-TACHIN and provided HIV-nutrition services to people living with HIV who were members of the peer support group and to people who sought HIV treatment at the hospital. Lao-TACHIN, the Thai Red Cross AIDS Research Centre and the Albion Centre acted as implementing partners whose key roles included providing technical support on HIV-nutrition services, project management, monitoring and evaluation, and reporting to donors. The provincial health office and the Centre for HIV/AIDS and Sexually Transmitted Infections provided support in administration and monitoring project implementation, and advocacy for integrating HIV-nutrition services in HIV treatment, care and support at the national level. AusAID provided financial support and reviewed the project work plan to ensure that its goals were achievable as planned. WHO and WFP provided guidance to the Lao-TACHIN project and implementing partners on advocating HIV nutrition at the national and regional levels.

**Contact:**

Ms. Supabhorn Pengnonyang, Thai Red Cross AIDS Research Centre

[speng@trcarc.org](mailto:speng@trcarc.org)

Ms. Charmaine Turton, Australia AID

[Charmaine.turton@sesiahs.health.nsw.gov.au](mailto:Charmaine.turton@sesiahs.health.nsw.gov.au)

**Project name:** Lao-Thai Collaboration in HIV Nutrition (Lao-TACHIN)

**Countries:** Lao People's Democratic Republic, Thailand

**Sustainable Development Goal targets:** 3.3, 3.d, 17.9

**Supported by:** Australian Agency for International Development (AusAID), Albion Centre, Thai Red Cross AIDS Research Centre, WHO, WFP

**Implementing entities:** Albion Centre and Thai Red Cross AIDS Research Centre

**Project status:** Completed

**Project period:** 2009 to 2012

**URL of the practice:** [http://en.trcarc.org/?page\\_id=1089](http://en.trcarc.org/?page_id=1089)

**Related resources:** Lao-TACHIN Brochure; Lao-TACHIN Pamphlet



# Latin American and Caribbean Horizontal Technical Cooperation Group

Partnership and coordination for an effective HIV/AIDS response in Latin America and the Caribbean have bolstered universal access to prevention, treatment, care and support

## Challenge

In 2014, an estimated 2 million people were living with HIV in Latin America and the Caribbean and 100,000 people became newly infected. Although the HIV response has been scaled up in several countries, regionally there has been little change in the annual number of new infections over the past five years. A major challenge is reaching vulnerable populations, who are often marginalized owing to discrimination and encounter legal barriers in accessing services.<sup>1</sup>

## Towards a Solution

The Horizontal Technical Cooperation Group is a technical group that for more than 20 years has helped countries and regional HIV/AIDS networks in Latin America and the Caribbean to share knowledge, experiences and ideas and to discuss challenges and priorities at the regional level. The founding premise of the initiative was that all countries possessed good examples from their national HIV/AIDS responses that could benefit other and similar countries. The founders of the group therefore saw the need to create a forum to exchange and discuss those good examples. Since the inception of the Group, its objective has been to strengthen countries' national response by sharing experiences and knowledge.

The Group meets mainly on the fringes of regional meetings in which they participate. Once a year, however, they hold their "ordinary meeting" during which they agree on a strategic action plan that includes regional priorities. Group collaboration centres on spaces and tools for internal and external communication and theme-specific databases, such as that of drug prices to assist in managing drug purchases. Furthermore, the Group developed a South-South cooperation strategy for 13 interested countries in Latin America and the Caribbean that identifies areas where designated countries need support and which countries could provide that support for each country. The cooperation can take two forms: country visits and/or virtual capacitation meetings through virtual platforms that include social networks.

This initiative has made significant progress in improving universal access to prevention, treatment, care and support by holding technical-scientific events on topics including the evaluation of AIDS programmes, strategic planning, HIV/AIDS policies, mother-to-child-transmission, epidemiological surveillance networks and stock advice. In this way, it promotes the expansion and diversification of cooperation between countries through courses and internships, observation missions and participation in international events.

<sup>1</sup> [http://www.unaids.org/en/resources/presscentre/featurestories/2015/august/20150825\\_LatinAmericaCaribbean](http://www.unaids.org/en/resources/presscentre/featurestories/2015/august/20150825_LatinAmericaCaribbean)

The Group, nationally managed and led, is an important tool to enable countries to increase their ownership of the response to HIV/AIDS and to set the agenda at the regional level. It has contributed through its 11 years of existence to setting regional priorities and ensuring the sharing of best practices. The fact that several of the activities of the Group are either virtual or take place in relation to other regional meetings contributes to the sustainability of the initiative. However, donor support has been and continues to be important for its functioning. UNAIDS, for example, has provided the online WebEx platform for use by the Group to hold its meetings and has also provided funds for meetings and for the hiring of a communications adviser. In addition to sharing experiences, the virtual training carried out in accordance with the South-South cooperation strategy has contributed to strengthening human resource capacities in various countries.

Other training – held with the support of the Joint United Nations Programme on HIV/AIDS (UNAIDS) and WHO – focused on the latest scientific evidence and helped to improve the evidence-based management of HIV programmes. Moreover, the joint project on antiretroviral price information has helped countries to manage antiretroviral drug purchases by sharing the approach of other countries in the region, which has contributed to a more sustainable and efficient AIDS response. In parallel to the South-to-South cooperation strategy, the Group in the last two years has collaborated with UNAIDS, WHO and others to play a key role in helping countries during two regional

forums to agree on regional targets for HIV treatment, prevention and zero discrimination. The collective work to reach those targets now contributes to the sustainability of the response by ensuring the buy-in of the main implementers at the national level.

The Horizontal Technical Cooperation Group comprises the heads of national AIDS programmes and representatives of regional HIV/AIDS networks. UNAIDS and WHO financially support the organization of the Group's meetings as well as those of the 13 countries committed to the South-South collaboration strategy. They also support the virtual meetings by allowing the project to use their online platforms (WebEx and Illuminate). UNAIDS provides financial support for the communication focal points. The mix of virtual and on-site meetings facilitates the replication and adaptation of the project at the local level. It is also possible to adapt the model to other thematic areas as long as partners have the will at the national level to build a regional network.

**Contact:**

Dr. Ana Isabel Nieto, Coordinator of the National HIV/AIDS/STI Programme in El Salvador and President of the Horizontal Technical Cooperation Group  
[gcthpresidencia@gmail.com](mailto:gcthpresidencia@gmail.com)

Dr. Carlos Falistocco, Director of the AIDS and STI Programme in Argentina and former President of the Horizontal Technical Cooperation Group  
[cfalistocco@msal.gov.ar](mailto:cfalistocco@msal.gov.ar)

**Project name:** Horizontal Technical Cooperation Group (GCTH)

**Countries:** Argentina, Belize, Bolivia (Plurinational State of), Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela (Bolivarian Republic of)

**Sustainable Development Goal target:** 3.3

**Supported by:** UNAIDS, WHO

**Implementing entity:** Horizontal Technical Cooperation Group

**Project status:** Ongoing

**Project period:** 1995 to present

**Related resources:** Facebook GCTH.



## More Doctors (*Mais Médicos*) Project

The project addresses lack of access to primary health care predominately due to the unequal distribution and shortage of doctors in Brazil

### Challenge

Brazil's constitution recognizes health as a human right and strives to provide universal health coverage and access to it for all Brazilians through their primary health-care system. Nevertheless, great disparities in health persist, with a sizable portion of the population lacking access to proper health facilities and medical professionals, a problem that principally affects the most disadvantaged and remote regions of the country, including the 34 indigenous health districts. For 22 of the 26 States in Brazil, rates were below the national average; five of these States had less than one doctor per 1,000 people, while 700 municipalities had no doctor at all.

### Towards a Solution

The More Doctors (*Mais Médicos*) Project emerged as an agreement between Brazil and Cuba, with technical cooperation provided by the Pan American Health Organization (PAHO)/WHO, as a strategy to address this issue by transforming medical education and investing considerably in primary health-care infrastructure in Brazil. It prompted a widespread exchange of knowledge between local health professionals and foreign doctors, leading to innovative practices and improved health care. The More Doctors Project was created as part of the More Doctors Programme by national law in Brazil in 2013, and the Governments of Brazil and Cuba signed a South-South cooperation agreement with PAHO to help them to facilitate the large-scale participation of Cuban doctors because of the need for a significant number of foreign doctors to meet the demands of Brazil's poorest municipalities. PAHO facilitates the selection, transportation and integration of Cuban doctors into basic health-care teams and has already designated 11,429 Cuban doctors to specific communities.

Brazil has set as its goal an increased average of 2.7 doctors per 1,000 people (equal to the average of the United Kingdom) by 2026. Brazil's Family Health Strategy will directly benefit from the work of the More Doctors Project to improve the self-sufficiency of local doctors and other health-care workers. In particular, it will benefit from efforts to ensure the well-being of the entire population of Brazil, thereby enabling the country to continue its trend of rapidly reducing infant and child mortality and contributing to the provision of universal health-care coverage and access for all Brazilians. The project has brought about an improved distribution of doctors across the country and will continue to contribute to reducing current inequalities in access to health and health outcomes.

**The More Doctors Project has enabled a significant increase in the availability of doctors at the first level of care, approximately 18,240 currently participating from Brazil and abroad, benefiting approximately 63 million people in 4,058 municipalities.** This has contributed to a lower infant mortality rate and a decrease in



hospitalizations as a result of the availability of primary health care. Independent evaluations have revealed that there was an 89 per cent reduction in waiting lines, a 33 per cent increase in the monthly average number of consultations, a 32 per cent increase in doctors' domiciliary visits, and 95 per cent user satisfaction regarding doctors' performance, while 86 per cent of the users reported improved quality of care since the arrival of additional health-care professionals.

The majority of doctors in the More Doctors Project working in municipalities with 20 per cent or more of the population living in extreme poverty are Cuban doctors. The same is true for those working in the indigenous health districts, where 99 per cent of the doctors are Cuban. Cuban doctors constitute around 62 per cent of participating doctors. Participating Cuban doctors receive degrees equivalent to those of doctors in Brazil's public hospitals, providing excellent opportunities for knowledge exchange. They are also responsible for the monitoring and evaluation of the project and for documenting good practices and lessons learned as part of overall technical cooperation.

The project aims to set the conditions for the long-term self-reliance of human resources for health. Brazil is therefore investing in medical education for its nationals in the health workforce. The temporary migration of foreign doctors to offer immediate assistance to underserved communities has allowed the Government of Brazil to rapidly expand its universal health access. It further enabled it to initiate profound transformations in medical education, which needed to be sustained and expanded in order to produce the required number of doctors, taking into account the lag period needed for their education. The Government is investing R\$5.6 million in health infrastructure, specifically in basic health-care units, and to avoid a brain drain, it aims to establish 11,500 new health-care centres by 2017 and

new residency positions for specialization in primary health-care centres. The More Doctors Project fully complies with the WHO global code of practice for the international recruitment of health personnel, and Cuba has extensively contributed to reversing this brain drain by providing opportunities for free medical education for poor communities around the world (South and North) and capacity-building for self-learning.

The More Doctors Project is replicable and would potentially be beneficial in any country that decides to adopt it. Consideration should be given to the local situation, specifically its health system and political context. Brazil made a substantial economic investment to carry out the project; however, long-term benefits have proven to outweigh those investments. PAHO member States have demonstrated great interest in learning about the More Doctors Programme and its South-South cooperation initiative, the More Doctors Project.

The main beneficiaries are Brazil's underserved communities, including indigenous populations, through improvements in Brazil's federal, State and municipal governments, including the ministries of health and education. PAHO has focused on integrating Cuban doctors into basic health-care teams. Knowledge-sharing is one of the most important contributions of PAHO's participation and value added. The Government of Cuba, in particular the Ministry of Public Health, has provided doctors.

**Contact:**

Mr. Renato Tasca, Adviser for Programme Management and Coordination, *Mais Médicos*, PAHO Brazil country office

[tascar@paho.org](mailto:tascar@paho.org)

Mr. Fernando Antonio Menezes da Silva, PAHO Unit Chief for Human Resources for Health

[menezesf@paho.org](mailto:menezesf@paho.org)

**Project name:** More Doctors (*Mais Médicos*) Project

**Countries:** Brazil, Cuba

**Sustainable Development Goal targets:** 3.2, 3.8, 10.4, 10.7

**Supported by:** PAHO/WHO

**Implementing entity:** PAHO/WHO

**Project status:** Ongoing

**Project period:** October 2013 to present

**URL of the practice:** [http://www.paho.org/bra/index.php?option=com\\_content&view=category&layout=blog&id=1274&Itemid=827](http://www.paho.org/bra/index.php?option=com_content&view=category&layout=blog&id=1274&Itemid=827)

<https://maismedicos.saude.gov.br/>

[http://www.paho.org/hq/index.php?option=com\\_content&view=category&layout=blog&id=8114&Itemid=41540&lang=es](http://www.paho.org/hq/index.php?option=com_content&view=category&layout=blog&id=8114&Itemid=41540&lang=es)



# Pharmaceutical Procurement Service

## Ensuring access to affordable, quality medicines for people of the Eastern Caribbean

### Challenge

Obtaining access to affordable medicine is a big challenge, particularly for individual small island developing States, such as those in the Eastern Caribbean, with small populations and the tendency to procure medicine in smaller quantities. As a result, people are often unable to obtain the medicine and health-care services that they urgently need or else they must pay exorbitant prices to obtain them.

### Towards a Solution

The nine members of the Organization of Eastern Caribbean States (OECS) discovered a collective means to reduce the costs of health-care services for their citizens by pooling the procurement and management of pharmaceutical and medical supplies for the public sector. Medicines are either dispensed free of charge or at a nominal cost to the end user. The initiative also provides countries with a wide range of related services, including training and technical assistance, common drug formulary manuals, drug utilization studies and quality assurance, thereby sharing benefits, skills and knowledge throughout the region.

The Pharmaceutical Procurement Service (PPS), created by OECS countries, aggregates country demands, issues a centralized tender and pays suppliers from the accounts of the countries at the Eastern Caribbean Central Bank. When OECS countries first created the PPS, they deposited one third of their annual pharmaceutical budget to individual country drug accounts at the Eastern Caribbean Central Bank to ensure payment to suppliers and to maintain a revolving fund. In turn, the OECS PPS created a buyers' cartel so that products are purchased exclusively through 18-month contracts. All approved suppliers are pre-qualified by a vendors' registration questionnaire. Once bidding is completed, the OECS PPS awards annual contracts to individual suppliers and monitors performance. Suppliers ship products directly to participating countries, which reimburse their Eastern Caribbean Central Bank drug accounts.

Evidence has shown that, **with the creation of a sizeable market basket for 20 essential medicines, the regional prices were 20 per cent lower than the prices that a country would pay if it procured the same medicines on its own.** Continuous annual cost savings accrued after 30 years have reinforced the OECS PPS as an excellent cost-benefit model of economic and functional cooperation among OECS countries. The OECS PPS has also expanded its 840-product portfolio to include a diverse set of non-pharmaceutical items including medical supplies, contraceptives and x-ray items.

By forming a monopsony (a single buyer), the programme has led to significant economies of scale by increasing its bargaining power with over 50 competing suppliers. Consequently, as a group, the OECS PPS has leveraged its influence against a single

<sup>1</sup> <http://apps.who.int/medicinedocs/en/d/Js4940e/4.html>

country's purchasing capacity. The OECS PPS initially covered its operating costs by charging countries a 15-per cent surcharge on invoices. Consistent with the OECS PPS policy to produce greater cost savings for member States, the OECS ministers of health implemented a policy to reduce the surcharge to 13 per cent in 2005 and 11 per cent in 2007. The OECS PPS is currently exploring the possibility of further lowering the surcharge.

WHO has assisted other regions, such as seven Fiji Islands and Southern and Eastern Africa, in replicating the OECS model. The conditions required for replication include: (a) a common medicines formulary with standard treatment guidelines; (b) similar procurement

and supply chain management systems; and (c) an organized and coordinated payment mechanism.

Partners and beneficiaries include OECS countries, the OECS PPS, ministries of health, and the Eastern Caribbean Central Bank. The Eastern Caribbean Central Bank operates the individual accounts of the countries and facilitates payment to suppliers in foreign exchange at no cost to the OECS PPS.

**Contact:**

Mr. Francis Burnett, Head, OECS/PPS

[fburnett@oecs.org](mailto:fburnett@oecs.org)

[pps@oecs.org](mailto:pps@oecs.org)



**Project name:** Pharmaceutical Procurement Service, Organization of Eastern Caribbean States (OECS PPS)

**Countries/territories:** Anguilla, Antigua and Barbuda, British Virgin Islands, Dominica, Grenada, Montserrat, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines

**Sustainable Development Goal target:** 3.8

**Supported by:** Self-financing since 1990 (originally funded by the United States Agency for International Development)

**Implementing entity:** Pharmaceutical Procurement Service, an OECS entity

**Project status:** Ongoing

**Project period:** 1986 to present

**URL of the practice:** <http://www.oecs.org/our-work/units/pharmaceutical-procurement>



# South-to-South Learning Exchange on HIV Prevention

## HIV prevention through shared innovation

### Challenge

An estimated 4.9 million people were living with HIV in the Asia and the Pacific region in 2012. Regionally, the numbers of new HIV infections have fallen by 26 per cent since 2001, with a number of countries reducing infections by over 50 per cent in that time. However, the overall number of new HIV infections across the region has remained largely unchanged in the past five years. The number of people accessing antiretroviral treatment in the region had risen to 1.25 million by the end of 2012 but the rate of increase in access to treatment has slowed in recent years.<sup>1</sup>

### Towards a Solution

The South-to-South (S2S) Learning Exchange on HIV is a partnership between Cambodia, Indonesia and Thailand on HIV prevention outreach and community-based HIV testing approaches for key affected populations that focuses on adaptation in Indonesia. The objective of the learning exchange is to strengthen the capacity of HIV prevention organizations in Indonesia by establishing an ongoing capacity development partnership with key organizations in Cambodia and Thailand that have a track record of scaling new and innovative programmes. Both the HIV Foundation Asia and KHANA are non-governmental organizations that support innovative community-level support services and capacity development across the HIV prevention-treatment cascade. Their proven approaches and systems have the potential to fast-track the response to HIV and enable countries to achieve the sustainable development target of ending the AIDS epidemic.

The methodological approach includes a series of learning and exposure visits by key policymakers and practitioners from Indonesia to study key innovative HIV interventions in Cambodia and Thailand. KHANA is the largest national non-governmental organization providing integrated HIV prevention, care and support services at the community level in Cambodia. For this learning exchange, the focus was on their pioneering community-led HIV testing approach, which has led to substantial increases in the rate and coverage of low-threshold testing with key populations. The HIV Foundation Asia (based in Thailand) is an independent, non-profit organization focused on the development of innovations at the cutting edge of HIV prevention for key populations. The learning-exchange focus has been on their HIV case-finding and case-management approaches, which are increasing the numbers of men who have sex with men who are identified as HIV positive, initiated and retained in treatment. The adaption and application of these interventions are expected to contribute to fast-tracking the HIV response in Indonesia.

The initial visit to Cambodia and Thailand has already produced tangible results. Indonesia returned having built ongoing technical-support relationships with organizations in Cambodia and Thailand. Since the learning exposure experience in



<sup>1</sup> [http://www.unaids.org/sites/default/files/media\\_asset/2013\\_HIV-Asia-Pacific\\_en\\_0.pdf](http://www.unaids.org/sites/default/files/media_asset/2013_HIV-Asia-Pacific_en_0.pdf)

Thailand, the Indonesian delegation has fully adopted the innovative and more proactive HIV-prevention approach of community-led case finding and case management. Through a follow-up consultation on its return from Cambodia, the Indonesian delegation adopted a test-for-triage approach to community-led HIV testing.

The Joint United Nations Programme on HIV/AIDS (UNAIDS) and the Global Fund to Fight AIDS, Tuberculosis and Malaria will fund the programme through 2017. A transition and sustainability plan is currently being developed to ensure that S2S learning is an ongoing feature of efforts to strengthen the response to HIV in Indonesia. Since the country is large, diverse and spread across a long archipelago, learning exchange within the country is critical for local-level application and adaption. The model can be easily replicated in the HIV response across the

region depending on the willingness of governments to recognize the crucial value of civil society and fund their efforts.

Stakeholders include: (a) the Spiritia Foundation in Indonesia and the 75 subrecipient partner organizations that it supports at the district level to implement HIV prevention, care and support; (b) local non-governmental organizations working with the men-who-have-sex-with-men and transgender communities; (c) the Ministry of Health; (d) the National AIDS Commission; and (e) UNAIDS.

**Contact:**

Mr. David Bridger, UNAIDS Indonesia  
[bridgerd@unaids.org](mailto:bridgerd@unaids.org)

Mr. Daniel Marguari, Spiritia Foundation  
[danielmarguari@gmail.com](mailto:danielmarguari@gmail.com)



**Project name:** S2S Learning Exchange on HIV Prevention

**Countries:** Cambodia, Indonesia, Thailand

**Sustainable Development Goal targets:** 3.3, 17.9

**Supported by:** UNAIDS

**Implementing entities:** Spiritia Foundation in Indonesia, HIV Foundation in Thailand, KHANA in Cambodia

**Project status:** Ongoing

**Project period:** 2015 to 2016

**URL of the practice:** Thailand – <http://hivfoundation.com/>  
Cambodia – <http://www.khana.org.kh/>



# South-South Cooperation for Safe Motherhood

By sharing its good practices in safe motherhood, Thailand helps Bhutan to improve maternal health

## Challenge

In Bhutan, only 88 per cent of pregnant women receive antenatal care, and skilled health professionals attend only 51 per cent of births. While most pregnancy-related complications are difficult to predict, they are easily treatable by trained birth attendants but the chances of a mother dying at birth rise when deliveries are not performed in hospitals or when they are performed by low-skilled health-care workers. In Bhutan, 225 out of every 100,000 women die during pregnancy or childbirth. Poor access, low utilization of health services and inadequate numbers of health providers, especially women, are some of the main challenges.<sup>1</sup>

## Towards a Solution

Between 2011 and 2014, the Thailand International Cooperation Agency teamed up with UNFPA to implement a South-South cooperation initiative that enabled Thailand to share its maternal health successes with neighbouring countries. Early on, Bhutan, along with the Lao People's Democratic Republic and Myanmar, were chosen as pilot countries. The aim was to share Thailand's knowledge, experience and good practices in safe motherhood in order to improve women's and girls' health and well-being and to reduce the maternal mortality rate. The project sought to do this by improving the capacity of the country's health institutions and personnel in dealing with emergency obstetric care, referral services, and prenatal and postnatal care and services. This includes training of health managers and the health workforce tailored to the needs of Bhutan. As facilitator, UNFPA ensured quality, partnership and sustainability throughout the process.

The project approach focused on four key principles:

- (a) UNFPA as one: The UNFPA Bhutan and Thailand country offices communicated closely and acted as moderators with local partners. UNFPA facilitated activities at the country level to ensure that needs and demands were met;
- (b) Demand-driven: The UNFPA-Bhutan-Thailand team conducted the participatory needs and demands assessment of Bhutan's institutional capacity for safe motherhood services. All identified needs and action plans were developed and a memorandum of understanding was signed by three partners;
- (c) Partnership: Under the UNFPA role as facilitator, the three parties agreed on roles and responsibilities, including sharing of resources. All three partners fully participated in the entire process, including design, implementation, monitoring and review; and
- (d) Key processes: The key processes included the needs assessment, the design of the capacity development plan, identification and selection of mentoring institutions, selection of focal points and key institutions in Bhutan, delivering skills and knowledge, monitoring the application of knowledge and skills effectiveness,



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<sup>1</sup> [http://www.thaiunfpa.org/wp-content/uploads/2\\_Good-Practice.pdf](http://www.thaiunfpa.org/wp-content/uploads/2_Good-Practice.pdf)

and programme review. The project took one year to prepare, three years to deliver and adjust the knowledge, and a half year to monitor for quality.

As a demand-driven project, all stakeholders from policymakers to practitioners, trainers, trainees and UNFPA focal points were fully involved in all processes. Discussion and debates were regularly conducted to ensure that all needs were identified. From the needs assessment to the review phase, concerned stakeholders were given opportunities to become involved and engage (for example, via feedback on programme design, curriculum and teaching methodologies, and adjustment of technology to best fit the local context).

Thailand was able to adjust its international learning programme on midwifery and safe motherhood to fit with the needs and demands of partner countries. Its expertise in safe motherhood practices, which it had developed to share with other countries, fully met World Health Organization (WHO) and International Confederation of Midwives international standards, which were adopted in order to improve the quality of midwifery training programmes. Online consultations in turn took place between Thai trainers and Bhutanese trained health personnel.

After completing the project, the key institutions working to improve Bhutan's in-service training programmes for health personnel and midwife students used the technology and knowledge transferred to improve health services and systems. The triangular partnership and demand-driven approach have been documented and replicated by UNFPA and Thailand for other countries, such as the Lao People's Democratic Republic, and is recommended as a model to ensure the ongoing transfer of knowledge and skills.

Partners include health personnel such as doctors, nurses and midwives in the Bhutan Ministry of Health, teachers and trainers of midwives of the Royal Bhutan Health and Sciences University, and pregnant women in Bhutan. Key implementing partners include: the Ministry of Public Health of Bhutan and the Royal Bhutan Health and Sciences University; the UNFPA country offices in Bhutan and Thailand; and the Government of Thailand (the Ministry of Health, including its nursing colleges and Department of Health; the Institute for Health Workforce Development; and the Ministry of Foreign Affairs).

**Contact:**

Ms. Duangkamol Ponchamni, South-South Cooperation Manager  
[ponchamni@unfpa.org](mailto:ponchamni@unfpa.org)

**Project name:** South-South Cooperation for Safe Motherhood  
**Country:** Thailand  
**Sustainable Development Goal targets:** 3.1, 3.7  
**Supported by:** UNFPA and Thailand  
**Implementing entity:** Thailand International Cooperation Agency (TICA)  
**Project status:** Completed  
**Project period:** 2011-2014  
**URL of the practice:** <http://www.pinnalauhachai.com/galleries/bhutan/>  
**Related resources:** UNFPA Thailand.

# Inter-American Centre for Knowledge Development in Vocational Training (CINTERFOR)

## A centre of excellence for South-South vocational training

### Challenge

In the 1960s, many Latin American countries sought to raise their level of manpower training to improve the quantity and quality of enterprise performance and workers' living conditions. Argentina, the Bolivarian Republic of Venezuela, Brazil, Chile, Colombia and Uruguay created new national vocational training services, with technical assistance from the International Labour Organization (ILO), based on close collaboration with workers and employers and dedicated to the training of apprentices and adult workers. However, the tasks of organizing those services, preparing and publishing training programmes, developing the skills of education personnel, and studying installations and equipment represented a great effort in research and a good deal of adaptation among participating countries. The need to disseminate the experience throughout the region soon became apparent.<sup>1</sup>

### Towards a Solution

At the request of Latin American countries, ILO set up the Inter-American Centre for Knowledge Development in Vocational Training (CINTERFOR) in 1963. The aim of the Centre has been to create a permanent learning and South-South and triangular cooperation community among vocational training institutions, disseminating knowledge, experiences and good practices in the field of vocational training and skills development.

CINTERFOR now has over 65 member organizations in 25 countries of Latin America and the Caribbean in addition to Spain and Cabo Verde. It offers a vast network of expertise, know-how, skills training and partnerships into which countries tap to achieve a skilled, knowledgeable, highly employable and productive workforce and address issues relating to human resource development. It is a specialized centre that articulates and coordinates the largest, most prestigious network of public and private institutions and entities devoted to strengthening professional skills. One of its primary tools for knowledge-sharing is its online community.

In its approach, the Centre: (a) promotes and strengthens horizontal cooperation for the institutional development and modernization of vocational training; (b) contributes to the design and management of vocational-training public policies in line with decent-work principles; (c) develops a learning and knowledge management community in vocational training; and (d) promotes vocational training-related research. It actively promotes and facilitates cooperation, coordination and exchanges between its member institutions and other entities, facilitates dialogue on issues at the regional and global levels, and helps to establish and strengthen links between its members. It systematizes and shares knowledge and practices generated from these exchanges and collaboration, and it is a key partner in updating the knowledge management platform available in the world of vocational training. It offers a platform of services that includes:

<sup>1</sup> <http://www.oitcinterfor.org/en/general/origins-and-history>



- A teaching resources bank: access to over 12,000 resources. After the contribution of the Brazilian National Service for Industrial Training (SENAI) in 2009, the contributions of other vocational training institutions in the network were added. The value of these resources is beyond measure not only in monetary terms but also because of their content, quality and relevance;
- A database of experiences: experiences in fields such as the use of information and communications technology (ICT) in training, improving productivity, social dialogue and competency recognition;
- A database of skills profiles: access to over 6,000 occupational profiles, identified and validated by social partners, in numerous countries and different productive sectors. Curriculum designs and means of evaluation and certification are also available;
- A database of specialists: over 150 curriculum vitae of professionals are accessible, most of them connected to the vocational training institutions and ministries that are members of the network; and
- Communities of apprenticeship and practice: CINTERFOR coordinates several virtual forums and practice communities.

CINTERFOR is an avant-garde South-South driver in Latin America, having created a regional network in the

1960s. Today, the organization focuses on researching, designing and disseminating the most innovative approaches to development through vocational training. Capacity-building and training lie at the heart of its work and thus guarantee the assimilation and long-term sustainability of its projects. The Centre promotes capacity-building and the development of national training institutions, vocational training as a tool for social inclusion and social dialogue in vocational training. It has been one of the main partners of SENAI, including through joint projects on vocational training and youth employability. The CINTERFOR model is replicable and able to be expanded to other countries and regions. Ingredients for its success are political will and the readiness to engage and share.

CINTERFOR beneficiaries and partners include youth, professionals, academia, educational institutions, technical and vocational schools, and the ministries of education of its Member States. It receives technical support from ILO and financial support from its Member States.

**Contact:**

ILO Focal Point, Inter-American Centre for Knowledge Development in Vocational Training  
[oitcinterfor@oitcinterfor.org](mailto:oitcinterfor@oitcinterfor.org)

**Project name:** Inter-American Centre for Knowledge Development in Vocational Training (CINTERFOR)

**Countries:** Countries of Latin America and the Caribbean, Spain, Cabo Verde

**Sustainable Development Goal targets:** 4.3, 4.4, 4.5, 8.2, 8.3, 8.5, 8.6

**Supported by:** Member States

**Implementing entity:** ILO

**Project status:** Ongoing

**Project period:** 1963 to present

**URL of the practice:** <http://www.oitcinterfor.org/en>

**Related resources:** CINTERFOR Facebook; CINTERFOR Twitter; <http://www.oitcinterfor.org/>

# National Service for Industrial Training (SENAI)

With decades of success, the Brazilian model has provided millions of professionals with the skills for innovation that are making industries internationally competitive

## Challenge

Brazil, like many developing countries, has had to face the challenge of how to grow its industrial sector, upgrade existing industries with cutting-edge technologies, and develop manpower capable of driving and managing the process. Forming a qualified workforce from a very early age therefore became paramount through technical training and education programmes, along with continuing training and education for seasoned workers.<sup>1</sup>

## Towards a Solution

The National Service for Industrial Training (SENAI), a non-profit organization, was formed in 1942 to provide technical and vocational education and training in industrial areas of expertise and to promote applied research and technology transfer for the benefit of Brazilian industry and competitiveness. SENAI is one of the major Brazilian players in South-South cooperation. Moreover, it has been internationally recognized as a model of technical vocational education and training in Latin America.

SENAI reaches a wide audience and promotes accessibility to its training materials for students with special needs. By offering a distance-learning platform, it gives access to hundreds of courses from initial and continuing education to graduate courses. It also offers solutions tailored to companies' specific demands. These courses are available 24 hours a day, seven days a week, and cover more than 20 technological areas. Similarly, SENAI Mobile aims to enhance its educational technology, physical and pedagogic support through mobile applications, including new learning methods and kits. SENAI offers a vast network of expertise, know-how, skills training, and partnerships into which industries and countries are plugging to achieve a skilled, tech-savvy, employed and productive workforce.

SENAI promotes industrial innovation through technical consulting and a vast training and educational programme and by encouraging corporate actions that involve applied research and technical and technological services. Its contribution to the world of work is consistent with the main public policies on technical education and vocational training. Methods of implementation involve expanding the skills certification programme nationwide; increasing the supply of courses in line with industrial trends through the use of prospective analysis; expanding the SENAI distance learning network; developing programmes to train teachers, technicians and managers; guaranteeing annual investments to keep facilities and technologies up to date; expanding the use of mobile technologies in distant regions; and consolidating a systematic evaluation of the educational process.

<sup>1</sup> [http://arquivos.portaldaindustria.com.br/app/conteudo\\_18/2013/09/23/4970/20131003142242606647o.pdf](http://arquivos.portaldaindustria.com.br/app/conteudo_18/2013/09/23/4970/20131003142242606647o.pdf)



**In its 73-year history, SENAI has qualified more than 61 million professionals and has educated more than 50,000 people through its distance education courses. Every year it attracts more than 3 million students from developing countries, with a main focus on Portuguese-speaking African countries. Over 80 per cent of its trainees and students find employment.**

SENAI has some 1,017 fixed and mobile units where professional training courses are run and services are provided in 28 industrial areas. It also manages 10 professional education centres in different countries around the world. SENAI is one of the major Brazilian players in South-South cooperation and has been internationally recognized as a model of technical vocational education and training in Latin America. Its cooperation with the ILO is done mainly via ILO/CINTERFOR and the Skills Department.

SENAI research and education focus on cutting-edge approaches and technologies, and knowledge transfer to technical and technological industries, working with partners bilaterally and through South-South and triangular cooperation. Technology and innovation are covered in areas of technical assistance, technology transfer and applied research. SENAI adapts itself to present and future industrial trends by constantly modernizing its technological resources and infrastructure.

Capacity development and training are at the core of the SENAI approach, which guarantees the assimilation and uptake of new skills and their long-term sustainability. This project is sustainable due to its extensive and updated offer of technical education and vocational training in terms of apprenticeship, qualification courses, technical courses, undergraduate programmes and postgraduate programmes. The SENAI educational and training programme addresses student and industry needs in line with national demand and is therefore readily replicable in a new national context.

The main direct beneficiaries of SENAI are youth, enterprises, technical industries and government, with financial and technical support from the British Council, Tech Union, the Massachusetts Institute of Technology, US-Brazil Connect, Swedish ICT, CITEVE, Tsinghua University, Acreo, CIEP, the Government of the Netherlands, the University of Wisconsin, Steinbas and Fraunhofer.

**Contact:**

SENAI  
[faleconosco@sesisenaisp.org.br](mailto:faleconosco@sesisenaisp.org.br)

**Project name:** National Service for Industrial Training (SENAI)

**Country:** Brazil (with extensive global partnerships in over 46 countries and 10 education centres)

**Sustainable Development Goal targets:** 4.3, 4.4, 4.5, 8.2, 8.3, 8.5, 8.6

**Supported by:** Government of Brazil

**Implementing entity:** ILO

**Project status:** Ongoing

**Project period:** 1942 to present

**URL of the practice:** <http://www.sp.senai.br/senaisp/>

**Related resources:** ILO South-South and Triangular Cooperation.



# Pacific Open Learning Health Net

How Pacific island countries combined forces to create an e-learning platform that builds the skills of doctors and nurses and improves health care



## Challenge

Small island developing States in the Pacific and their remote island communities are often unable to access the highest-quality health-care education and the latest techniques in disease control and treatment. Medical schools often need to upgrade their educational programmes, and as a result, physicians and medical experts lack the skills and information that they need to treat patients adequately.<sup>1</sup>

## Towards a Solution

In 2003, the ministers of health of the Pacific small island developing States came together to create the Pacific Open Learning Health Net (POLHN). POLHN works to ensure that health professionals have access to the continuing professional development that they need. It also builds capacity among local and regional academic institutions to develop and deliver online, continuing professional development programmes. Since its creation, POLHN has been delivering democratic, equitable, scalable and localized online, continuing professional educational courses to health-care professionals in the Pacific countries.

As a regional collaboration mechanism built on South-South cooperation and based at Fiji National University, POLHN has been accepting Pacific regional students under the same conditions as national students, and it has presented rich opportunities for POLHN country coordinators to learn from one another by sharing practices and experiences through workshops, exchanges and field visits.

The POLHN model is embedded into the Ministry of Health training plan and is guided by the Human Resources for Health plan. POLHN Internet-supported learning centres are managed by ministries of health and located in their facilities. Online courses are developed in partnership with local universities and ministries of health. The courses are marketed via the POLHN website, the Moodle learning/teaching platform, social media, e-mails and licensure boards.

Since its establishment, **POLHN has undergone an external assessment, which has shown that the pilot project was a success, with growing demand from countries to sustain it and deliver additional courses. POLHN has 45 Internet-supported learning centres in 14 Pacific island countries and areas. Course subscriptions are validated through the POLHN country coordinators' annual report and the Moodle student management system. Currently, POLHN has approximately 20,000 online course subscribers and has experienced continuous demand for more online courses from health workers, ministries of health and licensure boards.**

<sup>1</sup> [http://www.wpro.who.int/southpacific/programmes/pacific\\_initiatives/polhn/en/](http://www.wpro.who.int/southpacific/programmes/pacific_initiatives/polhn/en/)

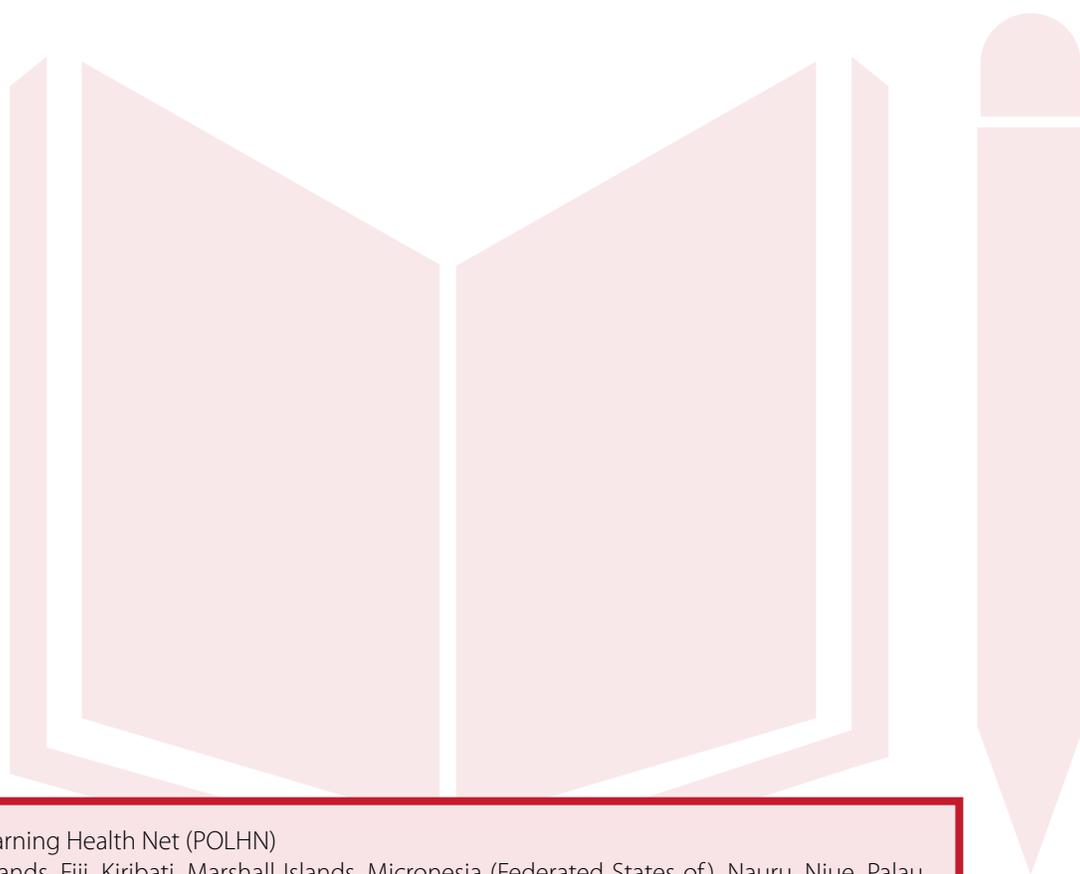
POLHN enables health workers to learn while they work, thereby boosting staff retention. It is cost-effective and offers learning opportunities to those who cannot travel abroad. POLHN has created a regional learning network and enables extensive sharing of learning materials and courses to low-coverage areas. The programme has had three broad phases in countries during which it: (a) relies completely on donor funds; (b) benefits from cost-sharing among ministries of health, licensure boards and donors; and (c) is independently managed by ministries of health and licensure boards. POLHN is currently in its second phase in most countries. In Fiji, it is moving towards phase three.

The developing countries in the Pacific small island region have adopted and implemented POLHN

without too much difficulty. While Fiji has led with the pilot phase, 14 Pacific island countries and areas have also adopted the programme, and other Asian countries have shown interest in taking an approach similar to that of POLHN. Main partners include Pacific ministries of health and WHO, which provide financing and technical support, along with universities, licensure boards and health workers.

**Contact:**

Mr. Mohammed Yasin, Technical Officer, Pacific Open Learning Health Net, Division of Pacific Technical Support  
[yasinm@who.int](mailto:yasinm@who.int)



**Project name:** Pacific Open Learning Health Net (POLHN)

**Countries/territories:** Cook Islands, Fiji, Kiribati, Marshall Islands, Micronesia (Federated States of), Nauru, Niue, Palau, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu, American Samoa, Guam

**Sustainable Development Goal targets:** 3.c, 4.3, 4.4, 17.6, 17.9

**Supported by:** WHO

**Implementing entities:** WHO, Pacific island ministries of health

**Project status:** Ongoing

**Project period:** 2003 to present

**URL of the practice:** <http://polhn.org/>

**Related resources:** POLHN courses 1; POLHN courses 2

# Family Protection, Support, Security and Justice for Victims of Domestic and Gender-based Violence Programme

5 GENDER EQUALITY



## Facilitating relief and access to justice for domestic and gender-based violence victims in Iraq through knowledge transfer from Jordan



### Challenge

More than one out of every three women in Iraq has either experienced first-hand or had a family member who has suffered devastating violence, be it sexual assault, domestic violence, kidnapping or assault. Often, these incidents go unreported and the survivors are left with no support. Lack of quality information had made it difficult for a long time to track instances of violence against women.<sup>1</sup>



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### Towards a Solution

Between 2012 and 2015, the Family Protection, Support, Security and Justice for Victims of Domestic and Gender-based Violence Programme developed by UNDP sought to tackle this issue head on. The programme supported the Government of Iraq in undertaking policy, legislative, social and economic reforms to enhance the response of national institutions, improve access to justice, and empower victims of domestic violence and gender-based violence. UNDP facilitated South-South knowledge transfers, workshops and study tours to enable Iraqi authorities to learn from their Jordanian counterparts how to establish family protection systems, facilitate law enforcement and ensure access to justice for victims.



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Through country-to-country cooperation and exchanges, the programme provided comprehensive technical and advisory support combined with extensive capacity-development interventions for Iraqi stakeholders. Learning from Jordanian experiences, the programme helped to build the capacity of formal and informal institutions to establish family protection systems and facilitate law enforcement and access to justice for the victims of violence, based on a holistic approach to domestic and gender-based violence in the Iraqi context.

As a result, the project was able to establish family protection units within police stations across the country. In 2012, over 7,000 domestic violence cases were reported, and the number of female police recruits increased. In addition, the Kurdistan Regional Government adopted the Domestic Violence Bill and a similar bill is under review by the Government of Iraq. A national pool of local trainers has also been created to enhance the capacity of Family Protection Unit representatives from the Iraqi governorates.

The cultural, social and linguistic similarities, including a common tribal social system, between Iraq and Jordan made the learning of best practices in a regional context and geographical proximity a realistic, cost-effective way to fight domestic and gender-based violence. It also helped to reduce the costs of transportation for participants.

<sup>1</sup> [https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&cad=rja&uact=8&ved=0ahUKEwiR1r2Ux9TLAhUD8j4KHQ-YC4UQFggpMAI&url=http%3A%2F%2Fmptf.undp.org%2Fdocument%2Fdownload%2F11107&usq=AFQjCNFOyc7EFAAOcUYEjOH5\\_QAOmNEfkW&sig2=rIGQREXF2S8Pqxka\\_UlgbQ&bvm=bv.117218890,d.cWw](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&cad=rja&uact=8&ved=0ahUKEwiR1r2Ux9TLAhUD8j4KHQ-YC4UQFggpMAI&url=http%3A%2F%2Fmptf.undp.org%2Fdocument%2Fdownload%2F11107&usq=AFQjCNFOyc7EFAAOcUYEjOH5_QAOmNEfkW&sig2=rIGQREXF2S8Pqxka_UlgbQ&bvm=bv.117218890,d.cWw)

Iraq's adoption of the Jordanian organizational structure, its institutionalization of the domestic reporting mechanism within the Ministry of Interior, its allocation of resources from the national budget, and its formulation of an Iraqi cross-ministerial strategy (establishing links among designated committees) are proof of the strong ownership and sustainability of the programme in Iraq. The training of Family Protection Unit managers from all 18 Iraqi governorates and the creation of a national pool of local trainers have helped to ensure the sustainability of the capacity development activities. Local experts of the Family Protection Units can also share their knowledge with other countries in the region.

The following conditions are necessary to ensure replication and scaling up of the project: (a) ensuring government ownership and leadership by making it a government-owned initiative; (b) benchmarking best regional practices that have a similar cultural background; and (c) tailoring and adopting technical tools, training and assistance to the local context.

Implementing partners in Iraq included the Family Protection Units at the federal level and the Directorate for Tracing Violence against Women at the regional level. Other participating national partners included the Ministry of Women's Affairs, the Ministry of Labour and Social Affairs, the Ministry of Interior, the Ministry of Human Rights, the Ministry of the Environment, the Ministry of Health, the High Council of Women in Kurdistan and civil society organizations. In Jordan, the Ministry of Social Development and the Jordanian Family Protection Department were part of the Public Security Directorate. UNDP supported the project as the coordinating agency in collaboration with UNICEF, UNFPA and UN-Women. The Governments of Denmark and Norway provided financial support.

**Contact:**

Ms. Nahid Hussein, Project Manager  
[nahid.hussein@undp.org](mailto:nahid.hussein@undp.org)

**Project name:** Family Protection, Support, Security and Justice for Victims of Domestic and Gender-based Violence Programme

**Countries:** Iraq, Jordan

**Sustainable Development Goal targets:** 5.1, 5.2, 5.3, 16.1, 16.2, 16.3

**Supported by:** UNDP, UNICEF

**Implementing entities:** Ministry of Interior, Family Protection Units at the federal level, the Directorate for Tracing Violence against Women at the regional level

**Project status:** Completed

**Project period:** 2012 to 2015

**URL of the practice:** [http://www.iq.undp.org/content/iraq/en/home/operations/projects/womens\\_empowerment/fsjs.html](http://www.iq.undp.org/content/iraq/en/home/operations/projects/womens_empowerment/fsjs.html)

**Related resources:** Periodic project reports: See Multi-Partner Trust Fund Office Generic Annual Programme Narrative Progress Report (for reporting periods): 1 January- 31 December 2014; 1 January- 31 December 2013; 1 January-31 December 2012; Iraq UNDAF Fund Annual Report.



# Gender-sensitive Social Protection Floors

## South-South solutions build national social protection floors for all in Cambodia and the Lao People's Democratic Republic

### Challenge

Despite high and lasting economic growth and significant progress in reducing poverty, inequality persists in countries in the Asia and the Pacific region. The growing income and wealth disparities, including unequal opportunities in countries such as Cambodia and the Lao People's Democratic Republic, reinforce each other to create an inequality trap that disproportionately affects women and society's most vulnerable.<sup>1</sup>

### Towards a Solution

Between 2012 and 2015, the ILO South-South and triangular cooperation project for the implementation of gender-sensitive social protection floors at the country level tackled that issue. The project aimed to improve countries' efforts to extend social protection coverage, including social protection floors, and to facilitate South-South and triangular cooperation. The project did this by supporting the systematic, cross-country transfer of knowledge, skills and expertise in the area of social protection. Because the challenges transcended national borders and were highly relevant in the countries of the region, the 24 countries involved shared experiences and established working relationships, which then continued after the project ended. They capitalized on existing knowledge in other countries of the South, which were best suited to respond to their national challenges to extend social protection.

The project facilitated exchanges with technical experts during content production in order to fuel discussion at workshops. The methodology began with a substantial investment in preliminary work, focused on supporting requesting countries in identifying need and matching it with an experience and technical expertise of a country of the South. The preliminary phase included: (a) conducting desk research on existing experiences in a specific area from other countries of the South; (b) identifying a relevant scheme and resource person with whom exchanges could be facilitated; and (c) following the exchange between requesting country and resource person to determine the exact terms of reference (study visit/training/participation in a workshop).

The following are some examples of how the exchanges proved fruitful. The experience of Thailand in strengthening the health protection system and extending health protection was useful for both the health insurance fund and the strategy to extend into Cambodia and the Lao People's Democratic Republic. The experiences of Brazil, India, Mongolia and others in setting up a coordination mechanism and/or single database of beneficiaries were useful for Cambodia's social service delivery mechanism also currently being piloted. The experience of India in monitoring and evaluating protocols for social protection schemes proved useful for Cambodia's new delivery mechanism currently being piloted. The assessment-based national dialogue tool that supports the identification of costed scenarios to extend social protection and facilitate the decision-making process was



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<sup>1</sup> [http://www.unescap.org/sites/default/files/SDD%20Time%20for%20Equality%20report\\_final.pdf](http://www.unescap.org/sites/default/files/SDD%20Time%20for%20Equality%20report_final.pdf)

developed, tested, applied and fine-tuned through South-South exchanges.

In Cambodia, national stakeholders learned from countries' experiences in setting up a coordination mechanism following the single-window service approach (Brazil, India and Mongolia) to facilitate outreach to rural populations. A monitoring and evaluation protocol was developed based on experiences from India, which helped to strengthen the national health insurance system and staff capacity-building. In the Lao People's Democratic Republic, exchanges were productive in supporting the extension of social health protection through the development of the Social Security Law (2013), national health insurance scheme regulations, pilot scheme technical guidelines (2015), and capacity-building of national stakeholders including the new National Social Security Fund.

The project not only helped requesting countries to develop technical skills and capacities to implement social protection floor policies and components but also inspired them to realize that a universal social protection floor could be a reality. By making project information available online or through events, publications and web platforms (including in particular the Global South-South Development Academy web platform, <http://academy.ssc.undp.org>, and the ILO Social Protection Platform, [www.social-protection.org](http://www.social-protection.org)), more countries are now learning from these experiences and findings.

Whether the experience from another country was replicable or not depended on whether: (a) adequate

experience was identified in another country during preliminary research; (b) the country requesting experience was willing to collaborate and exchange with technicians from the other country identified; (c) the persons identified to participate in the South-South exchange were putting into practice lessons learned from another experience; (d) the match-making proved to be adequate in practice; or (e) there was confirmed engagement on the part of decision makers in the requesting country to extend social protection.

The direct recipients of the South-South exchanges were representatives from relevant ministries, decentralized government, social partners, social security institutions and other stakeholders involved in social protection from the 29 participating countries. The ultimate beneficiaries were the populations not covered by social protection. Because women are disproportionately represented, the project focused on promoting a gender-sensitive approach that specifically contributed to achieving greater gender equality. The project was implemented in close collaboration with United Nations resident coordinators and country teams under the auspices of UNDP/UNDG and other United Nations organizations, and partner organizations/donors that are members of the United Nations System Chief Executives Board for Coordination joint Social Protection Floor Initiative.

**Contact:**

Ms. Valérie Schmitt  
Chief of the Social Policy, Governance and Standards Branch, Social Protection Department, ILO Geneva  
[schmittv@ilo.org](mailto:schmittv@ilo.org) or [socpro@ilo.org](mailto:socpro@ilo.org)

**Project name:** Gender-sensitive Social Protection Floors

**Countries:** Benin, Cambodia, Côte d'Ivoire, Lao People's Democratic Republic, Togo. In total, 29 countries shared experiences and technical expertise: Argentina, Benin, Brazil, Brunei Darussalam, Burkina Faso, Cambodia, Chile, Colombia, Côte d'Ivoire, France, India, Indonesia, Japan, Lao People's Democratic Republic, Malaysia, Mali, Mongolia, Myanmar, Namibia, Pakistan, Philippines, Republic of Korea, Senegal, South Africa, Thailand, Togo, Vanuatu, Viet Nam, Zambia

**Sustainable Development Goal targets:** 1.3, 3.8, 5.4, 8.5, 10.4

**Supported by:** UNOSSC

**Implementing entity:** ILO

**Project status:** Completed

**Project period:** April 2012 to December 2015

**URL of the practice:** ILO Social Protection Platform: UNOSSC-ILO Project page

<http://www.social-protection.org/gimi/gess/ShowTheme.do;jsessionid=0220b4f09ca8d690283a736f8b7e7a90660642addd92f17cd66f99e82e716b08.e3aTbhuLbNmSe34MchaRahaTa3j0?tid=3205&lang=EN>

**Related resources:** Main Page; Coordinated delivery mechanisms, The Single Window Service pilot; Health Extension; Social Protection Assessment Based on National Dialogue; Health Extension; Global South-South Development Academy web platform; ILO social protection information; Sharing Innovative Experiences: Successful Social Protection Floor Experiences (UNDP-ILO, 2011); The Assessment Based National Dialogue Guide; Chapter from South-South Cooperation and Decent Work: Good Practices, ILO, Partnerships and Field Support Department, Geneva: ILO, 2013; Social Protection Platform; @soc\_protection; [sp\\_outlook@socpro.list.ilo.org](mailto:sp_outlook@socpro.list.ilo.org)

# Safe Cities and Safe Public Spaces Global Flagship Initiative

Cities unite in the common pursuit of ending violence against women and girls

## Challenge

Sexual harassment and other forms of sexual violence in public spaces are an everyday occurrence for women and girls around the world. This reality reduces the freedom of movement of women and girls, including their ability to participate in school, work and public life. It limits their access to essential services and their enjoyment of cultural and recreational opportunities. It also negatively impacts their health and well-being. Although violence in the private domain is now widely recognized as a human rights violation, violence against women and girls, especially sexual harassment in public spaces, remains a largely neglected issue.<sup>1</sup>

## Towards a Solution

Since November 2010, the UN-Women's Global Flagship Initiative "Safe Cities and Safe Public Spaces" – building on its "Safe Cities Free of Violence against Women and Girls" Global Programme – has been gathering concerned citizens with diverse stakeholders from cities across the globe to address this issue. Participating cities commit to: (a) identify gender-responsive locally relevant and owned interventions; (2) develop and implement comprehensive legislation and policies to prevent and respond to sexual violence against women and girls in public spaces; (3) make investments in the safety and economic viability of public spaces; and (4) bring about social and cultural transformation to ensure that attitudes and behaviours relating to women's and girls' rights to enjoy public spaces free from violence is improved, including through activities at the community, institutional and individual levels.

The approach of the initiative includes: (a) women's rights- and human rights-based programming, the major shared principle; (b) the empowerment and centrality of grass-roots women, focused on the most impoverished, socially excluded groups of women and girls; (c) evidence-based programme design (participatory, holistic, multi-stakeholder and multilevel) informed by a study that provides understanding of local context; (d) prevention (capacity-building of local stakeholders, comprehensive partnerships and interventions, engaging men and boys, community mobilization and the media); (e) sustainability (national and local ownership through a participatory and local evidence-based design process, integration into community/urban development plans, and gender-responsive budgeting, laws and policies); (f) accountability (community-based mechanisms such as local-to-local dialogues and periodic community safety audits); and (g) monitoring and evaluation (local monitoring mechanisms, observatory centres, progress reviews, end-line studies and impact evaluations).

Through strong multisectoral partnerships, each city is achieving results at many different levels (community, policy, institutional). For example, in Cairo, Egypt, strong

<sup>1</sup> <http://www.unwomen.org/en/what-we-do/ending-violence-against-women/creating-safe-public-spaces>

5 GENDER  
EQUALITY



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participatory mechanisms at the community level to prevent and respond to sexual violence have been established and are operational. In Port Moresby, Papua New Guinea, where 80 per cent of vendors are women, the National Capital District Commission (local government), under the leadership of the Governor, is collaborating with sector-specific institutions and women's safety partners in a gender approach to urban planning.

The initiative has a strong participatory approach throughout each stage of the programme. **Safe-city beneficiaries are not simply passive users but active agents of change who make key contributions to results, especially grass-roots women's, men's and youth groups, and civil society partners in intervention communities.** The initiative also links the normative with the operational. The programmes are informed by and help to inform multiple United Nations documents relating to women's empowerment.

The "Safe Cities and Safe Public Spaces" Global Flagship Initiative lays the groundwork for a sustainable approach to making cities safe and helps to build each programme to scale. To achieve results and sustainability, it engages women, men and boys working at the grass-roots level. To accelerate and ensure a multiplier effect, it engages new partners, expands to new areas and sectors, influences higher policy levels, produces results faster and contributes to overall sustainability. At the global level, a package

of guidance notes and other tools is available that can be adapted to the context of each country. In collaboration with partners across cities, UN-Women facilitates an online knowledge and exchange platform and convenes a Global Leaders' Forum to promote exchange and advance knowledge on trends, practices and lessons learned in "Safe Cities and Safe Public Spaces" initiatives.

The Global Flagship Initiative engages a vast array of partners. At the local, national and regional levels, these include authorities from a range of sectors and ministries (economic development, urban planning, transport, community development, women's machinery, justice, police, education, health); grass-roots women's, men's and youth groups; faith-based and other organizations; United Nations organizations; regional human rights and women's rights mechanisms; research and educational institutions; the private sector; and the media. At the global level, partners in global advocacy efforts include UN-Habitat, the United Nations Children's Fund (UNICEF) and other United Nations organizations; Women in Cities International; the Women and Habitat Network of Latin America and the Caribbean; the Huairou Commission; and United Cities and Local Governments.

**Contact:**

Ms. Laura Capobianco, Policy Specialist, ERAW Section, UN-Women  
[safe.cities@unwomen.org](mailto:safe.cities@unwomen.org)

**Project name:** "Safe Cities and Safe Public Spaces" Global Flagship Initiative

**Countries:** Founding programmes: Quito (Ecuador), Cairo (Egypt), New Delhi (India), Port Moresby (Papua New Guinea) and Kigali (Rwanda). Additional cities: Marrakech and Rabat (Morocco), Quezon/Metro Manila (Philippines), Dushanbe (Tajikistan), Medellin (Colombia), Guatemala City (Guatemala), Mexico City (Mexico), Tegucigalpa (Honduras), Maputo (Mozambique), Cape Town (South Africa), Dublin (Ireland), Winnipeg (Canada), Sakai (Japan), Reykjavik (Iceland), New York (United States), Brussels (Belgium)

**Sustainable Development Goal targets:** 4.4, 5.2, 11.2, 16.1, 16.3

**Supported by:** UN-Women, UNICEF, Spanish Agency for International Development Cooperation, European Commission, Republic of Korea, Government of the Netherlands, USAID, Government of Australia Department of Foreign Affairs and Trade, Government of New Zealand, Government of Japan, National Committees for UN-Women (Australia, Iceland and the United Kingdom)

**Implementing entities:** UN-Women, UNICEF, UN-Habitat, UNDP, local and national governments, NGOs, CSOs

**Project status:** Ongoing

**Project period:** 2010 to present

**URL of the practice:** <http://www.unwomen.org/en/what-we-do/ending-violence-against-women/creating-safe-public-spaces>

**Related resources:** Corporate Brief on the Safe Cities Global Initiative; Proceedings Report on UN-Women Safe Cities Global Leaders' Forum; Safe Cities Global Initiative Global-level Video; Port Moresby Safe Cities Video; Cape Town Safe City Video; Quezon City/Metro Manila Safe City Video.



# Regional Fit for School Programme

A group of Southeast Asian countries is making their children fit for school through better health that leads to better learning

## Challenge

Many school children in Southeast Asia suffer from ailments such as diarrhoea, acute respiratory diseases, worms and dental caries, all of which are preventable and caused mainly by poor hygiene. These illnesses impair a child's physical and cognitive development and have a negative impact on their ability to learn and their prospects. Although many countries in Southeast Asia have recognized the value of school health programmes and developed their own national strategies, there is still a lack of realistic, affordable approaches and required expertise to pursue them. Very few sustainable programmes run on a regional basis. Many are only carried out in a few individual schools and thus are far from reaching their full potential.<sup>1</sup>

## Towards a Solution

The Regional Fit for School Programme in Southeast Asia was created in 2011 to tackle this problem head-on. The programme aims to improve the health and learning outcomes of primary school children by supporting ministries of education in selected Asian countries to sustainably implement a step-by-step approach to improve water, sanitation and hygiene (known as WASH) in schools on a large scale.

Fit for School supports South-South regional exchanges, networking and capacity development for WASH in schools. It provides technical assistance to support ministries of education in partner countries to integrate the management of the programme into their existing structures. Schools are transformed to become learning environments that enable children to realize their full potential in health and education. The programme supports government partners to develop contextualized implementation models. Knowledge-sharing and regional/international learning exchanges provide platforms for collaboration and create momentum for WASH in schools beyond programme countries.

The programme approach developed in the Philippines through the Department of Education as the Essential Health Care Programme serves as a model for other countries. The programme focuses on a simple, scalable, sustainable and systematic approach that supports ministries of education to improve WASH in schools incrementally. Simple, cost-effective, evidence-based preventative measures, such as hand washing with soap and brushing teeth with fluoride toothpaste, form daily group activities in public primary schools, along with school-based deworming. Including parents and the community in the step-by-step approach is an integral programme principle that fosters ownership and responsibility. The main principles apply to implementation and management models, the aim being to integrate WASH in schools management into existing structures of the education sector on all levels without overburdening stakeholders.



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<sup>1</sup> <https://www.giz.de/en/worldwide/14407.html>

Impact and process evaluations from the Philippines show positive effects on school children's health: 20 per cent fewer underweight children, 30 per cent less absenteeism, 40 per cent fewer infections from decayed teeth, and 50 per cent fewer heavy worm infections compared to control schools. Results from Cambodia, Indonesia and the Lao People's Democratic Republic show improved oral health and increased access to washing facilities, hygiene supplies and clean/functional toilets. A Cambodian study showed increased individual hand washing with soap after toilet use in programme schools compared to control schools.

The methodology integrates WASH in schools into existing governance structures of the education sector, as the main implementing partner, and finances it locally. The programme strengthens management and institutional capacities at the district and school levels as a driver for effective WASH in schools implementation. The focus of the second programme phase (2015-2018) is to support government partners to develop innovative, contextualized approaches to programme scaling up following the principles of simplicity, scalability, sustainability and systemic thinking. At the individual child level, interventions focus on students' behavioural change through skills-based daily hygiene activities.

The programme's step-by-step, evidenced-based approach in low-resource settings builds on and strengthens existing structures and mechanisms of the education sector. It promotes regional learning and supports partners to develop their own country-specific sustainable implementation models, which takes more time and requires a solid research and development phase but increases ownership and sustainability in the long run. It also applies a multi-level approach that includes international and regional integration and learning exchange, along with strengthening national

policies/implementation models and subnational education-sector structures to ensure quality implementation.

Fit for School has developed realistic, clear implementation models and capacity development materials and uses existing educational structures to facilitate replication. The simplicity and cost-effectiveness of the interventions trigger interest and creativity among stakeholders, encouraging them to apply and contextualize the approach to their context. Lessons from regional programme countries are shared with other countries in the region and beyond. Recently, the piloting of Fit for School began in the United Republic of Tanzania, situation analyses were conducted in South Sudan and Guinea, and India, in collaboration with UNICEF, has started to integrate group hand washing into the national school-feeding programme.

The regional partner SEAMEO has a clear mandate to foster South-South cooperation within Southeast Asia and collaborates with regional and international organizations, such as other SEAMEO centres and the WHO Western Pacific Regional Office, ensuring alignment of WASH in schools with the education sector. The Three Star Approach for WASH in schools developed by the German Agency for International Cooperation (GIZ) and UNICEF serves as the guiding concept. Implementing partners in the four countries include the ministries of education and other relevant ministries as well as government officials at the district and community levels, school principals, parents and local communities.

**Contact:**

Ms. Nicole Siegmund, GIZ  
[nicole.siegmund@giz.de](mailto:nicole.siegmund@giz.de)  
SEAMEO INNOTECH  
[info@seameo-innotech.org](mailto:info@seameo-innotech.org)

**Project name:** Regional Fit for School Programme

**Countries:** Cambodia, Indonesia, Lao People's Democratic Republic, Philippines

**Sustainable Development Goal targets:** 3.3, 3.4, 4.1, 4.2, 4.a, 6.1, 6.2, 6.4, 6.a, 6.b

**Supported by:** German Federal Ministry for Economic Cooperation and Development (BMZ)

**Implementing entities:** German Agency for International Cooperation (GIZ), SEAMEO Regional Centre for Educational Innovation and Technology (SEAMEO INNOTECH)

**Project status:** Ongoing

**Project period:** 2011 to 2018

**URL for the practice:** <http://www.fitforschool.international>

**Related resources:** GIZ Healthy Developments Website and Resource download section Fit for School Website.



# Strengthening Water, Sanitation and Hygiene (WASH) Services in Ethiopia

A partnership between Brazil, Ethiopia and UNICEF aimed at strengthening the WASH services regulatory framework and urban sanitation in Ethiopia

## Challenge

Economic studies conducted in Africa have shown that impacts resulting from poor sanitation and hygiene cost the economies between 0.9 and 2.4 per cent of annual gross domestic product. This translates into approximately \$10 per capita per year. These figures reflect: (a) the adverse health effects associated with poor sanitation and water supply; (b) costs of treating these health problems; (c) loss of productivity that results when individuals are sick and others have to care for them; and (d) time spent to access services. According to the World Health Organization (WHO), poor water and sanitation contribute 50 per cent of the indirect effects of malnutrition, which is widespread in Ethiopia, as evidenced by high rates of moderate and severe stunting and underweight in children under age five: 51 per cent and 12 per cent, respectively. WHO also estimates that diarrheal diseases caused the deaths of around 85,000 children under five years of age in Ethiopia in 2008.<sup>1</sup>

Moreover, the accelerating urbanization rates of Ethiopia add to the challenge of securing WASH coverage throughout the country. According to the current annual urbanization rate of 4.7 per cent, approximately 30 per cent of all Ethiopians will live in urban areas by the year 2030. These figures indicate a potential major gap in WASH coverage. Furthermore, the cost of installing WASH facilities is high and there is a great lack of qualified professionals. Ethiopia thus needs construction and service provision companies with well-trained and sufficient workforces of technicians, engineers and office staff to meet its water and sanitation goals.

## Towards a Solution

Based on the principles of South-South cooperation, specifically the idea of sharing practices that can be learned, replicated and sustained by the receiving country, Brazil, Ethiopia and UNICEF have partnered to implement water supply and sanitary sewerage services in Ethiopia. Inspired by Brazilian experiences, the initiative is changing the way in which urban communities approach these services in a rapidly urbanizing country. It is a partnership between governments and international organizations that offers a long-term solution to a pressing challenge for a new urban generation and one that can be easily replicated.

The initiative aims to benefit the Ethiopian water, sanitation and hygiene (WASH) sector with policy improvements for basic sanitation in general, with a focus on the WASH regulatory framework in urban sanitary sewerage. It addresses SDG Goal 6 by seeking to implement sustainable practices to work towards guaranteeing access to water and sanitation to all in Ethiopia.



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<sup>1</sup> [http://www.unicef.org/ethiopia/Ethiopia\\_-\\_WASH\\_Economic\\_Briefing\\_EN.pdf](http://www.unicef.org/ethiopia/Ethiopia_-_WASH_Economic_Briefing_EN.pdf)

The initiative offers a combination of approaches and methodologies that involve training, sharing of knowledge and technical activities to ensure that the Ethiopian beneficiaries are fully capable of sustaining and expanding the project. The main methodological elements are: sharing of technology through practical and direct technical support; development and implementation of a condominium sewerage pilot project; capacity development through peer review of key documents and on-the-job training; and knowledge-sharing of best practices, documents/manuals and implementation mechanisms.

Initial stages of the initiative have already garnered positive feedback and results for the project. Capacities have been developed at the local level in Ethiopia following a training mission to Ethiopia of Brazilian delegates during which capacities were developed in four regions of the country (Oromia, Amhara, Afar and Tigray) in the areas of independent water regulation for urban settlements, condominium sewerage for high-density population areas, and water resource management. The technology transfer from Brazil to Ethiopia was floated as a tender to a construction company in January 2016, has now been awarded and is under construction, with expected finalization in September 2016. Next steps will include capacity development sessions and virtual support to the technical and operational aspects of the pilot project, followed by the systematization of management and service provision guidelines.

This model of South-South cooperation works by pairing two regions of each country that are similar in terms of geography, challenges, strengths and needs and by building strategies and measures that are not merely replicating what has worked in Brazil but that can be assimilated by Ethiopian managers and validated by its citizens to move towards solutions that are efficient, effective and lasting. The Brazilian models being exchanged offer a proven way of sustainably tackling Ethiopian challenges in the area of WASH. Hence, the role of Brazil in the design and supervision of the implementation process has been essential for the successful achievements.

The sustainability of the initiative is based on both countries' initial willingness to exchange knowledge and practices, which is being ensured by a formally signed Trilateral South-South Cooperation Project Document between Brazil, Ethiopia and UNICEF. This initial exchange can then pave the way for Ethiopia to continue expanding the initiative through its own means, based on the lessons learned and successful implementation of methods from Brazil.

The initiative is set to be replicated throughout other areas of Ethiopia following the initial phase in Wukro. The established model of condominium sewerage being set up in Wukro has a clear set of steps and guidelines that will contribute to the ease of implementation in other areas once the full process has been assimilated by the Ethiopian counterparts.

The direct beneficiaries will be the managers and technicians of the following federal, regional and municipal Ethiopian institutions: Ministry of Water, Irrigation and Energy; Ministry of Health; Ministry of Urban Development, Housing and Construction; Wukro Town Administration in Tigray Regional State; Amhara Region Water Resources Development Bureau; and the Oromia Region Water, Mineral and Energy Resources Development Bureau.

In addition to the institutional beneficiaries, it is expected that the pilot project will also have a direct impact on the lives of 859 families residing in the condominiums of Wukro town. Since the project is set to expand to other regions of Ethiopia after the initial pilot stage, the beneficiaries will increase accordingly. Expectations are that the pilot will serve as the basis for scaling up to thousands of condominium blocks across Ethiopia.

**Contact:**

Ms. Michelle Barron, Manager  
UNICEF Brazil South-South Cooperation Unit  
[mbarron@unicef.org](mailto:mbarron@unicef.org)

**Project name:** Strengthening the Water Supply and Sanitary Sewerage Services in Ethiopia

**Countries:** Brazil, Ethiopia

**Sustainable Development Goal targets:** 6.1, 6.2, 6.3, 6.5, 6.a, 6.b

**Supported by:** Government of Brazil, Government of Ethiopia, UNICEF

**Implementing entity:** UNICEF

**Project status:** Ongoing

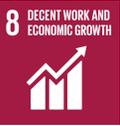
**Project period:** 2015-2017

# Water Management and Sanitation for Dispersed Rural and Indigenous Communities in Latin America

6 CLEAN WATER AND SANITATION



Using a strong gender and intercultural perspective, Nicaragua, Panama and Paraguay empower rural and indigenous communities to manage their water resources and reap its benefits



## Challenge

Nicaragua, Panama and Paraguay struggle with similar water and sanitation challenges. In Nicaragua, less than 20 per cent of people living in the northern and southern autonomous administrative regions, home to many indigenous communities, have access to drinking water and adequate sanitation. In Panama, 91 per cent of the indigenous population in the Ngöbe-Buglé region suffers from extreme poverty, and its dispersion, mobility and location in remote areas raise the cost of traditional sanitation solutions, limiting investment and private participation. In Paraguay, only half of the poorest households have drinkable water, and only 10 per cent of all sewage is treated. Only 6 per cent of households in indigenous communities have drinking water, and only 3 per cent have access to sanitation.<sup>1</sup>



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## Towards a Solution

From 2011 to 2014, the United Nations Joint Programme on Water and Sanitation for Dispersed Rural and Indigenous Communities in Nicaragua, Panama and Paraguay sought to tackle these challenge head-on by organizing a series of knowledge-sharing events to strengthen labour-based techniques and rights. The aim was to empower rural and indigenous populations to manage their own water resources and improve the quality of and access to public water and sanitation services. The project, developed under the MDG Fund thematic window for democratic economic governance, included exchanges of experiences by rural and indigenous communities. The meetings focused on three main topics: (a) technical capacity-building in construction and maintenance to enable communities to participate in the local labour market (Nicaragua); (b) coordination and empowerment through the management of water systems and sanitation (Panama); and (c) planning and consultation with indigenous communities as a way for communities to identify and prioritize local knowledge on water provision (Paraguay). The target groups were the Miskito and Afro descendants from Nicaragua, the Ngöbe Buglé from Panama and the Guaraní from Paraguay.

The programme pursued a participatory approach to share community-based experiences and discuss technical issues, incorporating a gender and intercultural approach throughout the project cycle. As a South-South learning initiative, the participation of key leaders, technical actors and project coordinators helped to identify strengths and weaknesses at different stages of project development.

The initiative helped to establish social dialogue at the community and inter-agency levels. It was effective in creating local ownership, greater participation by indigenous communities and women's leadership, and it promoted knowledge and awareness-raising about water management gaps and strategies. The participatory workshops addressed

<sup>1</sup> <http://www.mdgfund.org/country/paraguay>

the process of consultation for indigenous communities (based on free, prior and informed consent), respecting their hierarchies and perception of time. The initiative incorporated indigenous knowledge, using biological indicators to identify sources of drinkable water (a combination of empirical expertise and construction techniques) and raised awareness of women's domestic role in water collection. In Panama, four microenterprises were created to maintain infrastructure services. At the political level, the testimony of women leaders from other countries encouraged their peers and traditional leaders to incorporate women as leaders of water management associations.

This programme highlights indigenous knowledge and gender empowerment during project implementation to access quality public services. It is an entry point for the ILO Indigenous and Tribal Peoples Convention, incorporating consultation as a project activity (Paraguay); enhancing local capacities by developing local units and small contractors for maintenance of public works with appropriate technologies (Nicaragua); and highlighting women's leadership and the integrated management of local and traditional authorities and doctors in local administrative bureaux (Panama). It also contributed to positioning ILO methodologies for employment, inclusion and rights promotion of indigenous people within the United Nations inter-agency partners.

During the workshops, the experience from Panama provided a basis to better understand the way in which local administrative management bureaux — comprised of local and traditional authorities and doctors — had promoted the establishment of a water-quality monitoring programme. The debate also pointed out that while Guaraní indigenous communities face the challenge of storing and managing drinkable water, the Caribbean subregion faced problems in managing and distributing quality water. Both needed to strengthen their local administrative units for water provision. Since the Ngöbe-Buglé region of Panama suffers from extreme poverty, women leaders explained the level of negotiation that indigenous leaders were pursuing with

national authorities to express local requirements for quality public services.

The programme in Nicaragua put more emphasis on the organization of local units and small contractors for maintenance of public works with appropriate technologies. Moreover, it demonstrated the development of apprenticeships for entrepreneurial builders in which 70 young men and women from Miskito and Afro-descendant communities were trained and certified in construction and plumbing.

Programme replication hinges on empowering rural and indigenous communities. The initiative enables them to manage their own natural resources to ensure a supply of potable water and sanitation by using an intercultural, gender-based approach that can be applied in and adapted to different settings. In addition, national counterpart organizations are improving both their central and local institutional capacities in order to provide efficient basic services to communities suffering from extreme poverty and to ensure the sustainability of project outcomes.

Beneficiaries, target group and users include leaders from the communities of Kankintu and Kusapin and local government authorities in Comarca Ngäbe-Buglé, Ño Kribo region (Panama); Ayoreo, Nivaclé, Guaraní Occidental and Abaí Guaraní indigenous leaders and local government authorities from the Boquerón department (Paraguay); and the Miskito and Afro-descendant communities and local government authorities of the North Atlantic Autonomous Region (RAAN) and the South Atlantic Autonomous Region (RAAS) (Nicaragua). Partners include ILO as one of the main United Nations implementing organizations, indigenous communities, national institutions, and the national water authorities and health ministries of each country.

**Contact:**

Employment-Intensive Investment Unit (EMP/INVEST)  
[gutierrezm@ilo.org](mailto:gutierrezm@ilo.org)

**Project name:** The Water and Sanitation Programme for Dispersed Rural and Indigenous Communities

**Countries:** Nicaragua, Panama, Paraguay

**Sustainable Development Goal targets:** 6.1, 6.b, 8.3

**Supported by:** Spain and target countries

**Implementing entity:** ILO

**Project status:** Closed

**Project period:** 2011 to 2014

**URL of the practice:** [http://www.ilo.org/pardev/partnerships/south-south/WCMS\\_244336/lang--en/index.htm](http://www.ilo.org/pardev/partnerships/south-south/WCMS_244336/lang--en/index.htm), pp. 34-36 of downloadable publication



## FGV Projetos for Biofuels

The successful use of biomass in Brazil is now helping tropical belt countries in Latin America and Africa to achieve clean and affordable energy

### Challenge

Energy security depends on the constant availability and supply of affordable energy for consumers and industry. Many countries, however, face risks to their energy security. These risks come in the form of disruptions to the supply of imported fossil fuels, limited availability of fuel and energy price spikes, which in turn can have drastic consequences for national economies and development. The possibility of deriving biofuels from locally grown sources and using them as alternatives to petroleum products is therefore attractive to many countries that today depend largely on fossil fuels.<sup>1</sup>

### Towards a Solution

In the 1980s, the Brazilian higher education institution Fundação Getúlio Vargas (FGV) created FGV Projetos for Biofuels in order to research and develop viable responses to this challenge. The aim is to enable countries with little or no oil reserves to achieve greater fuel security on their own and produce fewer greenhouse gases, which ultimately contributes to their social and economic development and poverty reduction through sustainable agricultural production systems.

FGV Projetos, the FGV technical advisory unit in charge of using the academic knowledge generated and assembled at the FGV schools and institutes, offers a global interconnected network of expertise on biomass energy (and other development topics) that is transforming how countries in the tropical belt in Latin America and Africa approach and adopt modern, clean, renewable energy sources. When choosing a project, FGV Projetos considers how it would foster social inclusion and technology transfer, building on best practices in the field at all stages. This includes the participation of Brazilian experts during implementation and management in tandem with the commitment of the technical team to provide training and transfer know-how. Activities take place in agricultural regions that have experienced minimal environmental impact as well as in those already degraded and outside conservation areas. They focus on developing business models in participation with communities of small-scale farmers, and on training and capacity-building of local agricultural extension workers and individual farmers with respect to issues such as value chains, technology packages and environmental sustainability.

FGV Projetos rolls out its biofuel projects in phases that include: gathering data; conducting assessments; developing agrarian development blueprints; undertaking production capacity surveys; developing pioneer farming projects in priority areas; performing socioeconomic studies and socio-financial feasibility analyses; using the FGV Projetos food and bioenergy implementation guide; reaching out to public- and private-sector actors; and undertaking maintenance, monitoring and

<sup>1</sup> <http://fgvprojetos.fgv.br/en/home>



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evaluation. The FGV Projetos methodology adopts innovative technologies for the zoning of land suitable for cultivation of biomass agricultural crops. The recommended technology package is based on positive experiences of crops in similar regions in Brazil as well as examples of social inclusion, including good practices in sustainability.

To date, FGV Projetos has conducted more than 60 feasibility studies in 18 countries, contributing to the development of agriculture, biofuels and infrastructure. In the tropical belt, it is conducting studies on the viability of biomass projects under a technical cooperation agreement between the Ministry of Foreign Affairs of Brazil and countries in Africa, Central America and the Caribbean. A number of projects are being undertaken in 12 countries, including Haiti and other Caribbean countries, Honduras and Senegal. FGV Projetos is also engaged in ProSAVANA, a triangular cooperation programme for agricultural development of the tropical savannah of Mozambique, conducted as part of an international partnership between Mozambique, Brazil and Japan. ProSAVANA aims to transfer Brazilian know-how in agribusiness by providing technical support to increase agricultural productivity in the Nacala corridor, located in the north of Mozambique, thereby contributing to the country's food security and the competitiveness of its rural sector. FGV Projetos has played a key role by developing the ProSAVANA master plan along with an investment fund specially designed to attract investments to the Nacala corridor. In this way, FGV Projetos is helping to further economic development, social inclusion and environmental progress in Mozambique.

FGV Projetos, through its unique project approach, aims to design an agricultural development plan that contributes to social and economic development by

engaging private and public investment to promote a sustainable production system and reduce poverty. The projects have strong capacity-building and training components, promote new legislation to drive the uptake of new methods and innovations, use edaphoclimatic zoning for biofuel production, develop programmes that regulate investments and promote productive arrangements, and foster long-term investment strategies. The studies produced form the basis of other planned projects, such as the master plan of the Nacala corridor. The Government of Mozambique has used zoning to guide sustainable land use.

The FGV Projetos Brazilian model has been reproduced successfully in participating countries thanks to technical cooperation protocols with partner countries to promote the model in regions with similar climate conditions, strong local partnerships, and an advantageous agribusiness model that promises long-term cost savings and sustainable benefits.

Beneficiaries and partners include farming communities, agricultural production facilities, the Governments of Brazil and Mozambique, the European Community and the Brazilian mining company Vale S.A. FGV Projetos focuses on project development, while Governments such as that of Mozambique provide general support (logistics, information from previous studies, contact networks and reviews of project results). The European Community focuses on a project's methodology and the review of final results. The Brazilian mining company Vale S.A. provides financial support.

**Contact:**

FGV Projetos  
[international.fgvprojetos@fgv.br](mailto:international.fgvprojetos@fgv.br)

**Project name:** FGV Projetos for BioFuels

**Countries:** Brazil and Mozambique (with experience of 13 other countries in the tropical belt: Argentina, Dominican Republic, El Salvador, Guatemala, Guinea, Guinea-Bissau, Haiti, Honduras, Liberia, Paraguay, Saint Kitts and Nevis, Senegal, Zambia)

**Sustainable Development Goal targets:** 7.a, 12.2

**Supported by:** Vale S.A.

**Implementing entity:** FGV Projetos

**Project status:** Ongoing

**Project period:** 1980s to present

**URL for the practice:** <http://fgvprojetos.fgv.br/en/home>

# Making Biogas Portable: Renewable Energy Technologies for a Greener Future

By introducing biogas technologies, Kenya and Rwanda improve people's health and livelihoods, especially women's, and protect the environment

## Challenge

Access to modern renewable energy services is a key factor in eradicating poverty and ensuring food security. Today, 2.5 billion people rely on traditional biomass fuels (charcoal, dung, firewood) as their principal source of energy for cooking and heating, and more than 80 per cent of them (over 1.7 billion) live in either sub-Saharan Africa or Southeast Asia. The smoke inhaled when burning these fuels during cooking can cause respiratory diseases and eye infections. Every year, in fact, more than 4.3 million people die from chronic obstructive respiratory disease due to exposure to indoor air pollution. Replacing these traditional fuels with renewable sources of energy can significantly change living conditions in these regions, particularly for women.<sup>1</sup>

## Towards a Solution

Between 2011 and 2015, Kenya and Rwanda collaborated with the International Fund for Agricultural Development (IFAD) to tackle this challenge by piloting a new generation of portable biogas systems to promote alternative decentralized sources of energy for rural communities. The project directly targeted smallholder producers as the chief beneficiaries. Women were selected because they spend considerable time and effort collecting firewood at significant distances from home each day. The rationale behind prioritizing women is that their increased free time can be used, among others things, for capacity-building, thereby empowering them, reducing the daily labours that cause back pain and exhaustion, and improving community living standards.

The project piloted a number of biogas technologies in Kenya, one of which in particular (Flexi Biogas) was endorsed by smallholder farmers. The project then decided to test and replicate the technology in different national agro-ecological environments and in another country, Rwanda. Through this process, the project supported cross-country knowledge and technology transfer via hands-on training and capacity-building instruments (training of trainers, farmer field schools, demonstration units, farmer-to-farmer site visits). It led to the systematic, cross-country transfer of goods and practices, although the process was at times slow and bureaucratic.

The methodological approach was based on baseline surveys and progress reports. Scientific data also corroborated a cross-comparative analysis with similar technologies. Project success depended on whether farmers would cease to use firewood as their main source of cooking fuel. The process was highly participatory from design to implementation. The project partnered with a private company that markets a technology that smallholder farmers can understand and thus properly operate and maintain with limited external skilled expertise.

<sup>1</sup> <https://www.ifad.org/documents/10180/4df6d932-0e7c-47ec-9ee1-18f648d16165>

7 AFFORDABLE AND  
CLEAN ENERGY



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The results were clearly positive once farmers did, in fact, switch from firewood to a clean source of cooking fuel. The benefits that accrue from the reduced time burden of households, and especially women, are still being documented although there are numerous examples of how access to energy has qualitative and quantitative benefits. Results have been gathered in the past two years with the collaboration and support of IFAD investment projects in India, Kenya, Rwanda, and Sao Tome and Principe. The following are the key benefits recorded: (a) users' improved health after years of burning wood in enclosed spaces; (b) higher incomes; (c) increased food production due to high-quality fertilizer (bioslurry); (d) women taking up other activities thanks to more free time; (e) a better quality of life, especially for women and children; and (f) the long-term impact on the environment and the community as a whole.

The project has brought simple, low-cost, easy-to-install and portable biogas technologies to smallholder farmers who were dependent on traditional, inefficient cooking resources, such as firewood and charcoal. Biogas is a suitable technology because it is integrated within farming systems and improves the management of livestock manure. In addition, the by-product – organic fertilizer – has a very high nutrient content that can boost farm production significantly.

The sustainability of the project has yet to be achieved, however. At present, major challenges include: (a) poor infrastructure in rural areas; (b) weak institutional capacities; (c) lack of financial resources for renewable energy projects; (d) limited technical and managerial capacity on the ground to sustain proposed innovative technologies; (e) lack of access to finance (collateral) for small and medium-size enterprises in the renewable energy sector; (f) risk averseness of microfinance institutions in rural areas; and (g) a need for better coordination among line ministries to ensure suitable financing packages.

In Rwanda, the biogas initiative complements the One Cow per Poor Family Programme very well because cattle manure can be used as a resource for generating biogas. The use of biogas is having the following multiple benefits: (a) labour is saved from the reduced collection of firewood, leading to a decrease in deforestation and land degradation; (b) methane emissions are reduced as a result of better livestock manure management; (c) soil health is rebuilt through the use of organic fertilizer (bioslurry), a good alternative to chemical fertilizers; and (e) dependence on fossil fuels is diminished. Given the nature of the technology, replication is fairly straightforward and requires minimal importation. The main challenge is working with a company that has intellectual property rights.

The project involved a number of stakeholders. The beneficiaries and target groups were smallholder farmers in Kenya and Rwanda. It is important to note that, in the project design, Rwanda was not included but, given the potential synergies, the project facilitated this exchange through its project support units in both countries. The technology that was piloted involved working with small and medium-size private-sector enterprises, and non-governmental and research institutes (in Africa as well as the University of Hohenheim in Stuttgart and the Indian Institute of Technology in Delhi) for validation of results. Throughout implementation, the involvement of government agencies at all levels (village, district, provincial and central) was of paramount importance, ensuring that results were institutionalized within the IFAD results and impact monitoring survey.

**Contact:**

Mr. Karan Sehgal, Portfolio Officer, Renewable Energy Technologies, Environment and Climate Division, IFAD  
[k.sehgal@ifad.org](mailto:k.sehgal@ifad.org)

**Project name:** Making Biogas Portable: Renewable Energy Technologies for a Greener Future

**Countries:** Kenya, Rwanda

**Sustainable Development Goal targets:** 5.b, 7.1, 7.b, 12.2, 12.5

**Supported by:** Department for International Development (DFID) of the United Kingdom

**Implementing entity:** IFAD

**Project status:** Completed

**Project period:** December 2011 to December 2015

**URL of the practice:** Flexi Biogas Technical Brief: <https://www.ifad.org/documents/10180/2b0e6bfe-da33-4c56-99ee-e2125c188766>

**Related resources:** How to mainstream portable biogas digesters; Video Interview with designer of the technology; Rwanda: Cooking with Gas: Video with beneficiary farmer; Shamba Shape-up – Biogas episode; Article in Rural 21 (International Journal for Sustainable Development);



# Observatory for Renewable Energy for Latin America and the Caribbean

How regional coordination and integration go a long way in fostering renewable energy and guaranteeing access to reliable, low-cost energy

## Challenge

Throughout Latin America and the Caribbean, governments and citizens recognize the importance of renewable energy sources for their economic, environmental and social benefits across the board. Reflecting this recognition, many international and regional organizations actively promote renewable energy from different perspectives in the Latin America and the Caribbean region. This situation has created the need – while at the same time offering the opportunity – to set up coordination mechanisms in order to promote investments in this field throughout the region.<sup>1</sup>

## Towards a Solution

In 2006, the Observatory for Renewable Energy for Latin America and the Caribbean was created as a coordination and integration tool for countries in the region to face this challenge. The aim is to ensure greater access to modern energy services and promote renewable energy technologies for productive uses and industrial applications. The Observatory strengthens the ability of governments to formulate and implement policies and strategies that promote the production and implementation of renewable energy technologies as a vehicle of prosperity for those most in need. It works in partnership with UNIDO, which has developed a series of outputs at the regional and national levels that focus on capacity-building, policy planning and the sharing of knowledge and best practices.

The Observatory, in collaboration with UNIDO, utilizes a knowledge platform to offer a regional network of expertise, technical assistance, best practices, experiences, skills and knowledge into which countries can tap to tackle their renewable energy challenges. Using this open source, private and public institutions in different countries continue to upload information on the platform, including more than 2,000 documents on renewable energy, financing regulatory frameworks and energy efficiency per country as well as reports on the state-of-the-art of renewable technologies, renewable energy baselines and financial scenarios of selected countries.

As part of its work to galvanize regional and global use of renewable energy, the Observatory provides knowledge from the public and private sectors to mobilize technical and financial resources. Through a variety of approaches (publishing technical reports, linking actors, fostering enabling policies, designing a portfolio of projects), it develops a pipeline of projects and programmes for renewable energy.

Since its beginnings, the Observatory and UNIDO have: (a) set up the main Internet portal, The Renewable Energy Information and Knowledge Sharing Portal, the Geo-



<sup>1</sup> [https://www.unido.org/fileadmin/user\\_media\\_upgrade/Resources/Evaluation/ManagementStatement-E.pdf](https://www.unido.org/fileadmin/user_media_upgrade/Resources/Evaluation/ManagementStatement-E.pdf)

Referenced Information System for Renewable Energy, and a mapping system on each country's energy balance; (b) developed three technical reports per country on the state-of-the-art of renewable technologies, technology baseline reports and the financial scenarios; (c) published a bimonthly newsletter; (d) designed projects for each country that have had a strong impact in rural, isolated communities; and (e) set up the capacity-building programme offering cost-free learning in English, Spanish and Portuguese in seven e-learning modules: energy and climate change; small wind energy; biogas; small hydro energy; photovoltaic energy; solar thermal energy; and energy efficiency in buildings.

The courses have proven to be a novel approach to technical training in the region since there are limited middle to high-level courses with online certification in Portuguese and Spanish. The approach includes a marketing campaign with the Veduca e-learning portal and social media, especially Facebook, for regional users. Since launching in 2014, the courses have registered 123,333 students, and 171,726 users have visited the Observatory page, with 4,930,606 visualizations from 131 countries.

The initiative benefits from local participation, national financing, capacity-building, local and regional partnerships, resource mobilization and a communications approach that guarantee its uptake, assimilation and long-term sustainability. Scaling up and replication of the projects and programmes are in fact the main criteria for their selection. The expansion of the Observatory to the rest of the region is one of its principle aims, beginning with alliances and additional resources.

The Observatory partners include civil society, national energy authorities, private- and public-sector entities, and the Latin America Energy Organization, which provide technical expertise and knowledge. The Government of Italy provides funding while the Government of Spain and the Inter-American Development Bank provide both funding and technical expertise.

**Contact:**

Mr. Gustavo Aishemberg Giovannini, UNIDO Office in Brazil  
[g.aishemberg@unido.org](mailto:g.aishemberg@unido.org)

**Project name:** Observatory for Renewable Energy for Latin America and the Caribbean

**Countries:** Antigua and Barbuda, Argentina, Bahamas, Barbados, Belize, Bolivia (Plurinational State of), Brazil, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Haiti, Honduras, Mexico, Nicaragua, Jamaica, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, Venezuela (Bolivarian Republic of)

**Sustainable Development Goal targets:** 7.1, 7.2, 7.3, 7.a, 7.b, 13.2, 13.3

**Supported by:** Government of Italy, Government of Spain, Inter-American Development Bank, UNIDO

**Implementing entity:** UNIDO

**Project status:** Ongoing

**Project period:** 2008 to present

**URL of the practice:** <http://www.renenergyobservatory.org>

**Related resources:** Capacity-building programme; Knowledge platform.



# Rural Energy Development Programme

Renewable energy means reliable, low-cost power for rural communities

## Challenge

Globally, some 1.3 billion people still live without electricity and close to 3 billion people lack modern cooking and heating equipment. It is estimated that 2 million deaths annually are associated with the indoor burning of solid fuels in unventilated kitchens. This form of energy is a threat to the environment and the health of the population. Rural and remote populations in countries such as Nepal are highly dependent on traditional biofuel for cooking and heating. Despite Nepal's enormous hydropower potential, more than 80 per cent of its total energy consumption comes from traditional biofuels while only 12 per cent comes from commercial energy sources, such as petroleum and electricity.<sup>1</sup>

## Towards a Solution

Launched in 1996 by UNDP and the Government of Nepal, the Rural Energy Development Programme has introduced decentralized renewable energy sources to the most remote populations in Nepal. By building microhydropower and solar heating (cooking stoves) systems, the programme is effectively providing reliable, low-cost electricity to rural communities and contributing to decreasing indoor air pollution. Its decentralized approach not only strengthens local governance but also supports the development of rural economies and livelihoods.

**Initially a small pilot in five districts, the programme is now present in over 75 districts and expanding, providing modern energy services to some 1 million people in remote rural areas of Nepal. Today, micro- and mini-hydropower plants generate more than 15 per cent of Nepal's electricity.** These achievements have in turn created jobs, increased household income, lowered annual household spending on energy, and created new businesses for each new hydropower station, not to mention higher school enrolment and better health, water quality and sanitation.

The programme has an integrated approach to economic, environmental and social development in rural settings. Its partnerships and financing mechanisms are equally innovative through public-private partnerships and a community-based approach, further ensuring sustainability and cost-effectiveness and delivering multiplier benefits for rural populations. The programme process benefits from the strong, long-term commitment of the Government, which not only provides catalytic public investments but also enacts policies that further boost the scaling up. Furthermore, the programme implements capacity development efforts at all levels: national, to create an enabling environment through policy and strategies; local, to improve energy service delivery; and community, to empower beneficiaries and promote local governance.



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<sup>1</sup> [http://www.undp.org/content/dam/undp/library/Poverty%20Reduction/Participatory%20Local%20Development/Nepal\\_REDP\\_web.pdf](http://www.undp.org/content/dam/undp/library/Poverty%20Reduction/Participatory%20Local%20Development/Nepal_REDP_web.pdf)

The Rural Energy Development Programme also offers a global network of expertise and experiences on which countries can draw to tackle their rural energy development challenges. It has already informed several countries in Asia (Afghanistan, Bhutan, Cambodia, Mongolia, Pakistan and Tajikistan) in various programmes relating to energy and local service delivery. Other countries, such as Kenya, Uganda and the United Republic of Tanzania, have also benefited from three-month, on-site training by Nepalese micro-hydropower experts to facilitate the replication of the approach.

To facilitate the programme's replication, the following conditions need to be met: (a) strong and long-term government commitment to scaling up decentralized energy services; (b) up-front public investments and the active participation of local communities to ensure sustainability; (c) a community-based approach in support of local governance to ensure the long-term sustainability and feasibility of scaling up rural energy services; and (d) effective partnerships and synergies across a wide range of actors to ensure multiplier development benefits.

Stakeholders include district and village development communities, private-sector firms, government organizations, multilateral organizations, the World Bank, local non-governmental organizations, academia, international donors (Danish International Development Agency) and other organizations working in the renewable energy sector.

Public financing by the Government of Nepal has proven catalytic in mobilizing resources as programmes grow, and the Government, via the Nepal Electricity Authority, has made a commitment to provide up to 80 per cent of the capital investment needed for rural electrification construction costs, while communities are responsible for contributing at least 20 per cent of the total cost of the grid extension via labour, household donations and bank loans, among others. The Government gesture has attracted long-term commitments from donors and partners, including DANIDA, the World Bank, UNDP and various non-governmental organizations, as well as local governments that contribute financing under subsidy provisions and capacity-building efforts.

UNDP provided financial and technical assistance focused on providing energy services (particularly micro-hydropower systems and improved cooking stoves) through decentralized, off-grid approaches, which proved to be particularly efficient in reaching the poor in remote and rural areas. Owing to the success of the pilot, the World Bank joined as a partner, providing financial assistance for expanding programme activities.

**Contact:**

Ms. Anupa Rimal Lamichhane  
[anupa.lamichhane@undp.org](mailto:anupa.lamichhane@undp.org)

**Project name:** Rural Energy Development Programme (REDP)

**Countries:** Nepal, other countries in Asia (Afghanistan, Bhutan, Cambodia, Mongolia, Pakistan, Tajikistan) and countries in Africa (Kenya, Uganda, United Republic of Tanzania)

**Sustainable Development Goal targets:** 7.1, 7.2, 7.b, 12.2, 13.3

**Supported by:** Nepal Electricity Authority, Government of Nepal, Danish International Development Agency (DANIDA), UNDP, World Bank, local banks and communities

**Implementing entity:** UNDP

**Project status:** Ongoing

**Project period:** 1996 to present

**URL of the practice:** [http://www.undp.org/content/undp/en/home/ourwork/environmentandenergy/projects\\_and\\_initiatives/rural-energy-nepal.html](http://www.undp.org/content/undp/en/home/ourwork/environmentandenergy/projects_and_initiatives/rural-energy-nepal.html)

**Related resources:** Scaling Up Decentralized Energy Services in Nepal; Triple Wins for Sustainable Development (UNDP: Case Studies).



# Solar Lantern Project

## Providing off-grid solar light to rural areas in Sierra Leone

### Challenge

Biomass, especially wood and coal, dominates the energy sector in Sierra Leone, accounting for some 80 per cent of consumption, followed by imported petroleum products at some 13 per cent. Grid-generated electricity makes up the remainder, or approximately 7 per cent. Less than 1 per cent of the country's rural population has access to electricity. Households almost exclusively use wood fuel, the traditional source of energy, for cooking and other activities despite significant health and environmental concerns and failure to provide night-time lighting. People's health and productivity are seriously hampered by their dependence on traditional fuels and technologies, with women and children most at risk.<sup>1</sup>

### Towards a Solution

Since 2012, the Government of Sierra Leone has partnered with the Government of India and the United Nations Industrial Development Organization (UNIDO) to tackle this challenge. The aim is to provide lighting in off-grid rural areas of Sierra Leone through solar photovoltaic lanterns, thereby improving medical services and children's education and empowering women. Through UNIDO, the Energy and Resources Institute (TERI) based in India, and the company Sunlabob based in the Lao People's Democratic Republic, the project provides a network of expertise, know-how and skills training in solar and renewable energy that is changing the way in which countries power off-grid communities. India's expertise and extensive field experience with solar photovoltaic technologies in rural communities and Sunlabob's strong technical support fit well in the Sierra Leonean context.

The fee-for-service/rental model for dissemination of solar lanterns piloted in India in the early 1990s was adopted in the Sierra Leone village of Kychom, where six charging stations for 50 solar lanterns each were set up. Each charging station is managed by a group of individuals who rent the charged lanterns to households. Technical training on the installation, operation and maintenance of the equipment was provided to local technicians during and after installation.

The project has had a tangible impact in different areas, such as children's education (doubled enrolment and a 60-per cent rise in examination success), job creation (due to the need for technicians, organizing committees and extended business hours), better health services (solar energy powering lights at clinics), and women's socioeconomic status. Four Sierra Leonean engineers and technicians were trained in India and in turn trained Kychom residents to undertake the servicing of solar photovoltaic systems and lanterns.



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<sup>1</sup> [http://www.undp.org/content/dam/sierraleone/docs/focusareadocs/undp\\_sle\\_energyprofile.pdf](http://www.undp.org/content/dam/sierraleone/docs/focusareadocs/undp_sle_energyprofile.pdf)

The use of solar energy to provide light to off-grid households and communities is the major innovation of the initiative. It is unique in the sense that Kychom village had never had easily accessible energy; only urban residents have access to grid electricity. This innovation has positively influenced the status quo by bringing clean electricity to a deprived rural poor community. It contributes to rural women's economic empowerment in particular, within a highly patriarchal society. For women to be fully involved in all aspects of the implementation of the project, including technical training, is extremely encouraging not only for women's access to energy but also for the promotion of women's economic status and gender equality.

The project has a strong capacity-building and training component for local technicians, while the income generated from lantern rentals and mobile phone charging is used to pay salaries and address system costs. The Energy and Resource Institute and Sunlabob have remained in personal contact with local technicians to ensure continued operation and maintenance success. The Government of Sierra Leone realizes the potential of the initiative and intends to mainstream it in its plans. The Government is planning to use off-grid solar power services and promote the creation of markets for solar technologies through the private sector.

The success of solar lanterns as a viable off-grid alternative is spreading across Africa thanks to its easy-to-use, easily maintained, self-financing character. The initiative will be rolled out to all rural areas in Sierra Leone so that remote areas likely off the national grid will have access to affordable and sustainable energy.

Partners and beneficiaries include isolated, rural communities and households; the Sierra Leone Ministry of Trade and Industry, the Ministry of Energy and the Ministry of Local Government; the Energy and Resource Institute (TERI) (India); Sunlabob (Lao People's Democratic Republic); and UNIDO. The Ministry of New and Renewable Energy of India provided equipment and training through TERI. UNIDO undertook the implementation of the project and Sunlabob supplemented the requested technical support while the government ministries of Sierra Leone continue to monitor the project for effective operation and management.

**Contact:**

Mr. Rana Pratap Singh  
Renewable and Rural Energy Unit/Energy Branch,  
UNIDO  
[R.P.Singh@unido.org](mailto:R.P.Singh@unido.org)

**Project name:** Solar Lantern Project

**Countries:** India, Lao People's Democratic Republic, Sierra Leone

**Sustainable Development Goal targets:** 5.b, 7.1

**Supported by:** Government of India

**Implementing entity:** UNIDO

**Project status:** Ongoing

**Project period:** 2012 to present

**Related resources:** TERI Facebook; TERI Twitter; TERI YouTube; Sunlabob Facebook; Sunlabob Twitter; Sunlabob YouTube; Makingit Magazine.

# Initiative to Combat Child Labour in Brazil, Bolivia (Plurinational State of), Ecuador and Paraguay

By sharing experiences, expertise and networks, countries in Latin America use monitoring systems, legislation and training to reduce child labour

## Challenge

While child labour has declined substantially in Latin America and the Caribbean in recent years, there are still 5.7 million working girls and boys under the minimum age for employment or engaged in work that must be abolished, according to the International Labour Organization (ILO) Worst Forms of Child Labour Convention. The majority of these children work in agriculture but there are also many thousands of girls and boys in other high-risk areas such as mining, dumpsites, domestic labour, fireworks manufacturing and fishing. Support to defining and mapping hazardous labour, developing child labour monitoring systems and involving social partners in the response are regional priorities of the ILO International Programme on the Elimination of Child Labour.<sup>1</sup>

## Towards a Solution

Between 2010 and 2012, the ILO Initiative to Combat Child Labour in Brazil, Bolivia (Plurinational State of), Ecuador and Paraguay proved effective in increasing the operational capacity of the labour inspectorate and in strengthening and scaling up the impact of the initiatives undertaken in each country to combat child labour. Specific results achieved include the setting up of training programmes for labour inspectors in Paraguay and the Plurinational State of Bolivia.

The initiative promoted the horizontal exchange of knowledge between Brazil, Ecuador, Paraguay and the Plurinational State of Bolivia through high-level visits and training activities. It was supported by a South-South cooperation project financed by Brazil, in close collaboration with a horizontal cooperation project funded by the United States Department of Labor. The ILO International Programme on the Elimination of Child Labour played a key role in facilitating the exchange of knowledge and providing technical assistance. The coordination between these two projects was the first experience of triangular cooperation implemented by ILO. Its positive results have generated new formal agreements of triangular technical cooperation among ILO, Brazil and the United States for the benefit of Haiti and Portuguese-speaking African countries.

Owing to its tripartite structure, the ILO South-South methodology entails the participation of workers' and employers' organizations together with government entities. The approach also considers Southern demand for cooperation, capacity and innovation as a guide along with horizontality, mutual benefit and reciprocity. In this specific action, the main methodology used consisted of joint technical visits. They were organized to have three components: (a) a technical presentation of the selected good practices; (b) field visits to know how the practices really worked; and (c) discussion per country on how the practices would be adapted in beneficiary countries. The methodology

<sup>1</sup> <http://www.ilo.org/ipecc/Regionsandcountries/latin-america-and-caribbean/lang-en/index.htm>



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prioritized exchange visits that involved more than two countries, considering that sharing of experiences at the same time enriches the process.

The projects went through mid-term and final evaluations in which several stakeholders in each of the countries involved were interviewed and had the chance to validate the exchanged practices through South-South cooperation. Moreover, several public policies were developed in beneficiary countries, inspired during exchanged practices, which demonstrated their effectiveness and validity. The following are some examples.

In the Plurinational State of Bolivia, the Ministry of Labour developed and put into operation a child labour monitoring and surveillance system based on information technology. In Ecuador, the Ministry of Labour Relations developed a unified child labour registry, based on information technology, for use by all ministries that were part of the Inter-Institutional Committee for the Elimination of Child Labour. The Ministry of Labour Relations developed an online platform for self-training of labour inspectors on child labour. In Paraguay, the Ministry of Justice and Labour established institutional and inter-institutional guidelines on child labour and started a training programme for inspectors on the subject. The exchange visits demonstrated that developing countries could learn much by sharing their experiences and that ILO could play an effective role in facilitating the development of successful South-South cooperation.

The Initiative to Combat Child Labour in Brazil, Bolivia (Plurinational State of), Ecuador and Paraguay has ensured that the elimination of child labour has been mainstreamed throughout the labour inspectorate system, such as in the Plurinational State of Bolivia with the Monitoring System of Child Labour. It has resulted in concrete resolutions, agreements, campaigns and studies that provide the basis for future activities regarding the elimination of child labour. Finally,

initiatives such as Ecuador's National Report on Elimination of Child Labour in Garbage Dumps and a Protocol for Prevention and Elimination of Child Labour in Garbage Dumps serve as inspiration and a tool for other countries to adapt to their national context.

In order to be sustainable, the strategy had to involve national institutions in all phases of the project: formulation, implementation and evaluation. In this sense, ownership was generated and ensured the implementation of national public policies that have remained after the finalization of the international cooperation projects. Brazil, Ecuador, Paraguay and the Plurinational State of Bolivia have integrated the initial group of countries that, in the spirit of South-South cooperation, promoted the creation of the regional initiative Latin America and the Caribbean Free of Child Labour in the context of the Third Conference on Child Labour held in Brazil in 2013. ILO was designated as the technical secretariat of the initiative. Seed funds, political will and a bottom-up approach based on grass-roots mobilization are crucial for replication. Public policies must also adopt a holistic model for combating child labour through a life-long approach and through integrated strategies that include social protection programmes.

Financing by both the Brazilian Cooperation Agency and the United States Department of Labor allowed resources to be combined for joint implementation and a much more consistent triangular South-South cooperation strategy. The ministries of labour and the employers' and workers' representatives of Ecuador, Paraguay and the Plurinational State of Bolivia actively participated throughout the process of the joint visits.

**Contact:**

International Labour Organization (ILO)  
International Programme on the Elimination of Child Labour (IPEC)  
[ipecc@ilo.org](mailto:ipecc@ilo.org)

**Project name:** Initiative to Combat Child Labour in Brazil, Bolivia (Plurinational State of), Ecuador and Paraguay

**Countries:** Brazil, Ecuador, Paraguay, Plurinational State of Bolivia

**Sustainable Development Goal targets:** 1.3, 8.7

**Supported by:** Brazilian Cooperation Agency, United States Department of Labor

**Implementing entity:** ILO

**Project status:** Completed

**Project period:** 2010-2012

**URL of the practice:** [http://www.ilo.org/pardev/partnerships/south-south/WCMS\\_211770/lang--en/index.htm](http://www.ilo.org/pardev/partnerships/south-south/WCMS_211770/lang--en/index.htm)



# Latin America and the Caribbean Free of Child Labour Regional Initiative

## Making Latin America and the Caribbean free of child labour by 2025

### Challenge

In the last 20 years, the Latin America and the Caribbean region has experienced a long cycle of economic growth and a positive transformation in its efforts to end child labour. The latest ILO global estimates on child labour, however, indicate that the region has 12.5 million children and adolescents in child labour (or 8.6 per cent of the global share), of whom 9.5 million are involved in hazardous work. These indicators also show the present challenge of stagnation: between 2008 and 2011, the incidence of child labour in the region remained almost unchanged, with 8.2 per cent of children in child labour.<sup>1</sup>

### Towards a Solution

In 2013, the Latin America and the Caribbean Free of Child Labour Regional Initiative was created by regional ministers of labour in partnership with ILO. The Initiative aims to channel and scale up public and private efforts to accelerate the pace of reduction of child labour and ultimately eliminate it. It consists of a targeted response, aimed at bringing about the first child-labour-free generation in Latin America and the Caribbean based on a combination of two different types of interventions: preventive for children born from 2010 onwards, in order to break the trajectory towards child labour, and withdrawal of all children in child labour below the legal age of employment and in hazardous and other work that is also among the worst forms of child labour.

Countries and stakeholders in the region own the Initiative, which operates through a network of focal points that represents governments and employer and worker associations of the 26 member countries. It also includes a technical secretariat headed by the ILO Regional Office, which is responsible for implementation and monitoring. Both bodies report to a high-level group comprised of the region's ministers of labour. Because member countries exercise leadership of the Initiative, with ILO as technical secretariat, members of the focal point network have validated every phase of the process. Since 2013, the network has expanded from 12 to 26 member countries.

In order to facilitate the exchange of good practices, the virtual platform of the Initiative includes a specific tool that maps South-South cooperation capacities of each country: <http://www.oit.org.br/acelerar/>. It is designed specifically to enhance South-South cooperation in priority areas such as education, indigenous communities, agriculture, youth employment, value chains, decentralization, migration, and information technologies, which have the potential to accelerate the pace of reduction of child labour and in which the countries of the region have accumulated capacity and good practices.

In its first phase (2013-2015), the Initiative acted as a catalyst, organizing and systematizing high-quality information, based on collective consultations with the 26 members, that previously had not been shared among countries. This process has resulted in fluid,



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<sup>1</sup> <http://www.ilo.org/ipec/Regionsandcountries/latin-america-and-caribbean/lang--en/index.htm>

continuous communication channels among countries. Based on this, the countries have prioritized exchanges, for example between Costa Rica and Ecuador, which has resulted in the creation of a business network against child labour in Costa Rica based on the Ecuadorian model. Others have been identified as national priority areas such as agriculture, decentralization, youth employment, value chains, new technologies and indigenous peoples.

The innovative feature of this instrument, in line with aid effectiveness and sustainability principles, is that leadership emanates from countries, especially the ministers of labour of the 25 regional members. In addition, the operational part hinges on the focal points network, which includes eight regional representatives of employer and worker organizations, demonstrating the level of ownership of the response.

South-South cooperation plays an important role in the sustainability of the Initiative because: (a) it is more cost-effective for countries to replicate a successful and validated model; (b) it builds on a well-documented, systematized database of good practices created through a consultative process; (c) the strategy for exchange is based on high-quality information; (d) the initiative focuses on strengthening of the capacities of the focal points network as a means to bolster and accelerate the response of national stakeholders to combat child labour; (e) the interventions proposed are based on the strengthening of existing programmes and policies and the coordination between them in order to ensure an effective, timely and cost-efficient approach to child-labour prevention and eradication; and (f) the focal points who are representatives from the responsible institutions and worker and employer

organizations exercise leadership of the Initiative.

The Initiative provides an excellent platform for scaling up South-South and triangular cooperation projects among member countries and other regions and has the potential for replication in other regions of the world. The conditions for replication include the following:

- A conducive and strong institutional environment exists at the national level;
- Child-labour prevention and eradication are a priority in the national and regional policy agendas and legal frameworks;
- Member countries have a driving force that jump-starts the Initiative and attracts others;
- Member countries agree on a framework document containing action guidelines that can be adapted during the process; and
- Sufficient information technology is in place that allows for fluid, continuous communication among countries.

Key partners are the ministries of social development, ministries of education, ministries of economy and finance, and national development cooperation agencies. The Initiative and its technical secretariat closely coordinate with other United Nations organizations through the Regional Inter-agency Group on Child Labour, which is led by ILO and includes UNDP, UNICEF, UNESCO, UNFPA, WHO, FAO and UN-Women.

**Contact:**

Technical Secretariat of the Regional Initiative, ILO Regional Office for Latin America and the Caribbean  
[iniciativaregional@ilo.org](mailto:iniciativaregional@ilo.org)

**Project name:** Latin America and the Caribbean Free of Child Labour Regional Initiative

**Countries:** Argentina, Bahamas, Bolivia (Plurinational State of), Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, Uruguay, Venezuela (Bolivarian Republic of)

**Sustainable Development Goal target:** 8.7

**Supported by:** Spanish Agency for Development Cooperation, Junta de Andalucía/Agencia Andaluza de Cooperación Internacional para el Desarrollo, Brazilian Cooperation Agency, ILO

**Implementing entity:** ILO in its capacity as technical secretariat

**Project status:** Ongoing

**Project period:** 2013 to present

**URL of the practice:** [www.iniciativa2025alc.org](http://www.iniciativa2025alc.org)

**Related resources:** The virtual platform will be officially launched in June 2016  
[www.iniciativa2025alc.org](http://www.iniciativa2025alc.org); Facebook; Twitter; Youtube;

Framework document: Spanish; English; French; Portuguese

General briefing note: Spanish; English; French

Brochure: Spanish; English



# MicroLead

## Banking deposit services empower low-income rural people

### Challenge

While the global outreach of microfinance has grown over the past 30 years, an estimated 2.7 billion people around the world do not use formal financial services. About 56 per cent of adults worldwide remain unbanked. While access to financial services, particularly deposit services, underpins the ability of low-income people to achieve sustainable progress on their own terms, enhance their capacities to weather shocks, smooth income streams and save for the future, providing these services on a profitable basis to low-income rural people remains a major challenge for most financial service providers.<sup>1</sup>

### Towards a Solution

The global initiative MicroLead was created in 2008 by the United Nations Capital Development Fund (UNCDF) in partnership with the Bill & Melinda Gates Foundation in order to support regulated financial service providers to develop and roll out financial services, particularly deposit services. It has since been giving the underserved rural poor in developing countries in Africa and Asia access to and use of financial services, most notably deposit services, improving the access of low-income people and small firms to savings and a broader range of financial services for more inclusive economic growth.

The initiative conducts market research, new product and channel development, pilots and scaling in order to help financial service providers to reach target populations. Annual partner meetings, quarterly webinars and semi-annual newsletters are used to build a community of practice and share lessons across projects and programmes. Exchange visits and sponsorships of training and conferences also contribute to horizontal learning.

The MicroLead approach includes steps to: (a) offer grants and loans that incentivize financial service providers to start up new or strengthen existing financial institutions that target underserved low-income people with savings, particularly in countries struggling to recover from crisis and conflict; (b) select home-grown microfinance providers to expand their reach by taking a variety of approaches, transform microfinance institutions into regulated deposit-taking institutions, and provide technical assistance to in-country financial institutions; (c) support technical advisers who help providers to develop institutional capacity to extend their reach; and (d) hold annual partner workshops, exchange visits, sponsorship of training and conferences and generate webinars and newsletters.

In phase I, MicroLead worked with Southern-based microfinance market leaders to enter new underserved markets, with a focus on deposit services. In the current phase (II), it works with a wide range of financial service providers (banks, microfinance institutions, cooperatives) to support the development, piloting and scaling up of deposit services and alternative delivery channels for the rural low-income population, with a focus on women. Deposit services enable poor people to manage their risks and help to prevent them from falling back into poverty as a result of shocks and unplanned occurrences.

<sup>1</sup> <http://www.uncdf.org/en/microlead>



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**The funding awarded in 21 countries for 30 projects (working with 40 financial service providers) and totaling \$44.5 million has enabled partners to reinforce their deposit offerings, reach previously untapped rural markets, and build the capacity of financial institutions to pilot and roll out sustainable financial services.** This is especially true for savings, which will lead to over 2 million additional active small-balance depositors by the end of 2016, most of whom are women and rural dwellers. A mid-term evaluation has revealed high satisfaction regarding products developed under MicroLead, with women having more uptake than men. For example, NBS Bank in Malawi embarked upon a proprietary agent network that now counts over 235 agents nationwide, facilitating access to its innovative branchless Pafupi (meaning “close to you”) savings product. The consolidation of Umurenge savings and credit cooperatives (U-SACCOs) in Rwanda, supported by MicroLead in partnership with the World Council of Credit Unions, has strengthened existing U-SACCOs, which are key to the stellar progress of Rwanda in financial inclusion, targeting both individuals and savings groups.

MicroLead also supported the transformation of Sinapi Aba Trust from a credit-only institution to a full-fledged deposit-taking savings and loan organization. The depositor base grew from 70,000 (mainly borrowers) to over 200,000 active depositors and the loan-to-deposit ratio of the organization stands above 82 per cent from a baseline of 5 per cent. Sinapi Aba Trust has deployed 156 mobile agents equipped with point-of-sale devices that now handle 10 per cent of total transactions.

In Burkina Faso, MicroLead supports FCPB (the largest credit union network in West Africa) and SOFIPE (a medium-sized microfinance institution that is a subsidiary of EcoBank) in a savings group linkage project. The project, started in 2014, tests several innovations, such as (a) the financial-service-provider

approach to savings group linkage; (b) the reliance on mobile network agents for savings linkage; and (c) mobile-phone-supported financial education modules customized to meet specificities of rural women.

Use of digital financial services, doorstep delivery and linking savings groups are the three major innovations of the initiative. Examples include branchless savings accounts for low-income clients; savings products targeted at savings groups looking to link to financial institutions; alternative delivery channels that include cell-phone banking; Netbooks with loan officers and mobile bankers equipped with point-of-sale devices to encourage savings uptake; daily deposit collection for customers (mainly women); and linkage of savings groups to formal deposit accounts.

MicroLead builds national capacity of financial service institutions to guarantee long-term sustainability. For example, in Malawi, NBS Bank is the only bank that has rolled out a proprietary agent network to reach deep into rural areas; other banks are now interested in roll-out. In Ghana, MicroLead worked with an international non-governmental organization and a bank to link informal savings groups to the bank. In Liberia, MicroLead was instrumental in drafting new credit union regulations.

MicroLead partners include microfinance market leaders, financial service providers (banks, microfinance institutions, cooperatives), rural low-income populations, government counterparts, CARE International, Freedom from Hunger, the World Council of Credit Unions (WOCCU), Women’s World Banking (WWB), MEDA, BASIX, OI, national microfinance associations, community-based organizations, low-income and rural communities, and women.

**Contact:**

Ms. Pamela Eser, MicroLead Programme Manager, UNCDF  
[pamela.eser@uncdf.org](mailto:pamela.eser@uncdf.org)

**Project name:** MicroLead

**Countries:** Benin, Bhutan, Burkina Faso, Burundi, Cameroon, Democratic Republic of the Congo, Ethiopia, Ghana, Lao People’s Democratic Republic, Liberia, Malawi, Myanmar, Rwanda, Samoa, Sierra Leone, Solomon Islands, South Sudan, Timor-Leste, Uganda, United Republic of Tanzania, Vanuatu

**Sustainable Development Goal targets:** 8.3, 8.10

**Supported by:** Bill & Melinda Gates Foundation, The MasterCard Foundation, LIFT Myanmar, UNCDF

**Implementing entity:** UNCDF

**Project status:** Ongoing

**Project period:** 2008-2017

**URL of the practice:** <http://www.uncdf.org/en/microlead>

**Related resources:** MicroLead brochure.



## Songhai Centres

A place where young farmers become the actors and managers of their own future

### Challenge

Africa's population is forecast to double by 2050. Meanwhile, the continent's average cereal yields have shown little improvement since the 1960s in contrast to steep rises in productivity throughout much of Asia. Over the same period, Africa has moved from being a net exporter to importing a quarter of its food. Rapid population growth, poor infrastructure and persistent underinvestment have negated the benefits of new technology, improved seed varieties and increased international trade in food. Tapping into Africa's potential for self-sufficiency, building on its inherent strengths, demands a different approach.<sup>1</sup>

### Towards a Solution

Songhai Centre in Benin was created in 1985 by Catholic priest Brother Godfrey Nzamujo to address this challenge at the local level. Its mission is to develop sustainable agro-ecological methods and techniques and train a critical mass of young people equipped with the technical and organizational capacities to produce efficiently and in a sustainable manner. The integrated system provides a natural value-chain platform for the participants.

The Songhai model is changing the way in which rural communities in many African countries share ideas and experiences, transfer technologies and train new generations in building sustainable farming practices at the grass-roots level. It is an integrated system of development, creating and building "green rural cities" designed to tackle the triple challenge of environment, sustainable food production/poverty and youth unemployment, and reversing rural exodus. The technologies used are developed through cooperation with China, Thailand and Viet Nam and many African universities and institutions.

Songhai offers a unique integrated development system. It is not simply the usual training, technology transfer or production model. It is an innovative institution that has four components:

- (a) It is a technology park, where new ideas and techniques are developed and contextualized, and as such, it is a knowledge enterprise through cooperation with other institutions and countries (in China, Thailand and Viet Nam as well as in Africa) where sustainable technologies are developed and contextualized;
- (b) It is an industrial park and production centre, where techniques and ideas are turned into enterprises and into different types of production activities in an integrated manner;
- (c) It is an incubation/training/human resource development centre, a mother firm/farm, an effective incubation space where new competences are developed. At Songhai, trainees are equipped with new techniques and methods developed at the centres

<sup>1</sup> <http://www.un.org/en/africa/osaa/pdf/pubs/2013africanagricultures.pdf>



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(technology parks) to enable them to become more productive and efficient. By participating in production activities, the trainees, facilitated by mentors who are practitioners themselves, develop organizational and managerial competences to enable them to become functional individuals and entrepreneurs; and

- (d) It is a service centre. After training, the job is far from over. Trainees need to be leveraged with services such as marketing, input procurement, hospitality services, and networking, financial/loan and advisory services to enable them to stand on their own and create synergy and cooperation among themselves.

Since the beginning of the project, the Centre has trained over 2,000 young people in sustainable and organic farming, value-chain practices and business-creation skills. About 1,200 of these young farmers have gone on their own to create different centres and facilitate the creation of sustainable farms in their regions. As a result, thousands of local farmers are now able to establish their own Songhai communities, generating employment and increasing agro-production and their own incomes. The Songhai aim is to build a critical mass of catalysts. Songhai service centres and networks also provide new seeds, new technologies and market opportunities for them.

Songhai offers a holistic model that builds on the interrelationship between environment, agriculture, technology, services and industry and includes skills development. It encourages the use of local resources, the combination of traditional and modern practices, technology adaptation and diversification of activities. As such, it promotes zero waste and total productivity through bio and agro-ecological practices. The model

therefore offers rural communities the opportunity to use and manage their resources sustainably while promoting local economic development.

The sustainability elements of the Songhai model are as follows: (a) use of sustainable and authentic technologies, causing the centre's productivity to increase every year; (b) an environment that is not only protected but enhanced; (c) products that are of high value (for healthy living, healthy ageing and disease prevention), in greater demand and fetch higher prices; (d) training of functional individuals who become productive and efficient entrepreneurs; (e) a production and service centre designed to facilitate a value-chain platform (primary production, value addition through processing, marketing and an input sourcing mechanism within its network); and (f) a design that enables it to become self-sustaining within three to four years after inception.

**The Songhai model is being replicated in 15 African countries, building on its growing numbers of incubated entrepreneurs who reinvest in their communities to create new opportunities.**

The model is easy to replicate as long as there is adequate support through linkages and networking among participants. Partners and beneficiaries include local farmers, women and youth, national and local governments, universities and research institutions, the French Development Agency, Eliminate Poverty NOW, FAO, IFAD, ILO, Oxfam-Quebec, the Songhai Women's Capital Fund, UNDP and USAID.

**Contact:**

Songhai Centres  
[songhai@songhai.org](mailto:songhai@songhai.org)

**Project name:** Songhai Centres

**Countries:** Benin, Burkina Faso, Chad, China, Democratic Republic of the Congo, Equatorial Guinea, Gambia, Ghana, Guinea, Liberia, Malawi, Nigeria, Republic of the Congo, Senegal, Sierra Leone, Thailand, Togo, Viet Nam

**Sustainable Development Goal targets:** 2.3, 2.4, 8.3, 12.2, 15.9

**Supported by:** Governments, private sector, Eliminate Poverty NOW, French Development Agency, FAO, IFAD, ILO, Songhai Women's Capital Fund, UNDP, USAID

**Implementing entity:** Songhai Centre

**Project status:** Ongoing

**Project period:** 1985 to present

**URL of the practice:** <http://www.songhai.org/index.php/en/home-en>

**Related resources:** Songhai Centre brochure.



# Egyptian Traceability Centre for Agro-industrial Exports

Egypt's centre helps countries in Africa, Asia and Latin America to ensure that their food products are safe, traceable and export-ready

## Challenge

Egypt has long been an important producer and exporter of various crops to Europe, North Africa and the Middle East. Today, its agro-industrial sector accounts for 20 per cent of the country's exports, most of which are to the European Union. Because Egypt benefits from different harvest periods, its farmers can offer a wide range of produce without competing with European Union farmers. However, Egypt's lack of traceability compliance and quality control systems meant that its exporters faced trade barriers resulting from regulations on food safety and circulation.<sup>1</sup>

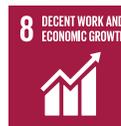
## Towards a Solution

In 2004, at the request of the Government of Egypt, UNIDO established the Egyptian Traceability Centre for Agro-Industrial Exports, known as ETRACE and funded through the Italian-Egyptian Debt-for-Development Swap programme. The Centre's aim is to make Egyptian agro-industrial exports safer for consumers, more competitive and compliant with stringent global market standards and regulations. The Centre was further merged with the Food Technology Centre and renamed the Agriculture and Agro-Industries Technology Centre (ATM); it is part of the network of technology centres under the Ministry of Industry and Trade.

Since its establishment, ATM/ETRACE has developed a reputation as a domestic and South-South centre of excellence on traceability, food safety and quality enhancement and supplier development. In more than 15 countries, the project has supported national stakeholders on traceability, food safety and agro-industrial value chains and in guiding farmers, food producers and packinghouses to meet international food-quality, safety and traceability standards. This has resulted in greater assurance that products are safe for consumers in both domestic and international markets and do not encounter barriers to trade. **By introducing automated traceability systems, ATM/ETRACE has helped more than 45,000 farmers to reduce the use of chemicals and to acquire certification for their exports.**

The concept has been adapted in partner countries in order to fit a particular subsector and cultural requirements. Moreover, the project has addressed key pro-poor development issues by fostering the participation of small-scale growers and suppliers in formal supply chains in a phased approach by partnering with global retailers such as METRO/MAKRO and the Global Food Safety Initiative (GFSI).

Its services have reached China, Costa Rica, the Philippines, the Republic of Moldova, South Africa and many Arab countries. The project has been institutionalized in national agro-industries and food technology centres affiliated with the Egyptian



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<sup>1</sup> [https://www.unido.org/fileadmin/media/images/worldwide/Fact\\_sheets\\_new/EGY\\_TCB\\_ETRACE\\_2011.pdf](https://www.unido.org/fileadmin/media/images/worldwide/Fact_sheets_new/EGY_TCB_ETRACE_2011.pdf)

Ministry of Trade and Industry. These interventions have transformed the way in which countries approach their agro-industrial production and exports. The Philippines, for example, has replicated the whole model as “P-Trace” within the framework of a European Union project.

ATM/ETRACE has a strong capacity-building and technical assistance approach in applying traceability systems and upgrading technology and management systems, thereby enhancing productivity, increasing quality and safety, and reducing post-harvest losses. South-South activities include training and capacity-building programmes in partner countries supported by e-learning and remote assistance as well as the organization of study tours and technical missions to various stakeholders in Egypt. In addition, specific comprehensive cooperation programmes have resulted in the full replication of the model in the Philippines (P-Trace) and in a partnership with the Union of Maghreb Agronomists conducting traceability assessments in Algeria, Morocco and Tunisia (MAG-Trace).

The project’s strong capacity development and experts’ training components (including training of trainers) also ensure the long-term viability of the ETRACE approach in implementing traceability schemes. In Egypt, the project has been transformed into a national centre affiliated with the Ministry of Trade and Industry. In addition to its full replication in

the Philippines (P-Trace), the ETRACE model has been picked up elsewhere in many countries. This includes its replication in the olive oil and apples subsector in Lebanon, led by non-governmental organizations and business associations; for the table grapes sector in the Republic of Moldova; and for capacity-building in many other countries, such as Algeria, China, Costa Rica, Ecuador, Ghana, Morocco and Tunisia. The main critical factors in shifting from awareness and capacity-building to full implementation are national will and availability of funds.

Partners include farmers, food producers, farming communities, national agro-industrial companies, packinghouses, the Egyptian Ministry of Trade and Industry, Italian Development Cooperation and UNIDO. Regional partners include ministries of trade, industry and agriculture; non-governmental organizations; and retail chains. Italian Development Cooperation, the MDG Fund (Spain), the Netherlands, the Swiss Development Agency, UNIDO and the METRO Group have provided financial support.

**Contact:**

Mr. Gerardo Patacconi  
[g.patacconi@unido.org](mailto:g.patacconi@unido.org)

Mr. Arabi Fadl  
[arabifadl@yahoo.com](mailto:arabifadl@yahoo.com) or [afadl@etrace-eg.org](mailto:afadl@etrace-eg.org)

General information:  
[agr@unido.org](mailto:agr@unido.org)

**Project name:** Egyptian Traceability Centre for Agro-industrial Exports (ETRACE)

**Countries:** Egypt (with services reached China, Costa Rica, Philippines, Republic of Moldova, South Africa and many countries in the Arab States region)

**Sustainable Development Goal targets:** 8.a, 9.3, 9.4, 12.2

**Supported by:** Italian Development Cooperation (originally through the Italian-Egyptian Debt-for-Development Swap Programme), MDG Fund (Spain), Netherlands, Swiss Development Agency, UNIDO, METRO Group

**Implementing entities:** Italian Development Cooperation, UNIDO

**Project status:** Ongoing

**Project period:** 2004 to present

**URL of the practice:** <http://www.etrace-eg.org/>

**Related resources:** Trace Me Back (UNIDO pamphlet).

# Electron Beam Applications for Value Addition to Food and Industrial Products and Degradation of Environmental Pollutants in the Asia-Pacific Region



## Nuclear technologies to ensure safe food and industrial products and removal of environmental pollutants



### Challenge

Increasingly, unsustainable practices are placing pressure on natural resources to meet the needs of a rapidly growing global population, resulting in, among other things, soil, water and air pollution, and deforestation. Respiratory diseases and digestive disorders, associated with air and water pollution, drive medical costs skyward. Now more than ever, the demand for healthy food, clean water and fresh air are unprecedentedly high, especially in the heavily populated Asia and the Pacific region.<sup>1</sup>

### Towards a Solution

To address this situation, the Republic of Korea Facility for Capacity Development through South-South and Triangular Cooperation in Education, Science and Technology, in collaboration with the Regional Cooperative Agreement for Research, Development and Training Related to Nuclear Science and Technology for Asia and the Pacific, implemented a project entitled, “Electron Beam Applications for Value Addition to Food and Industrial Products and Degradation of Environmental Pollutants in the Asia-Pacific Region”. This project focused on promoting the use of nuclear technologies (electron beam accelerators) in (a) providing safe, wholesome and nutritious food through food irradiation; (b) advancing industrial production through irradiation of electric cables and automobile tires to make them more durable; (c) treating environmental pollutants from wastewater discharged from the textile industry, urban household wastewater, and chemicals in underground water; and (d) removing air pollutants. The technologies are proven to be especially useful in decomposing, separating or removing toxic elements from chemical waste, wastewater, sewage sludge, and air pollutants from power plants.

The project followed a two-step strategy. The first step was to train the national project coordinators and other participants to use the technologies. In the second step, the training recipients became trainers and advocators for the use of the technologies in their own countries.

Results of the project include:

- At the regional level, 70 participants from 13 countries were trained through regional training courses;
- At the national level, 16 countries reported that the knowledge and skills had been passed to 3,447 trainees (1,510 female and 1,937 male);
- New facilities were established in China, India and the Philippines;

<sup>1</sup> <http://www.rcaro.org/rca>

- A pilot plant for wastewater treatment using electron beam technology was installed in China;
- Irradiation research on honey dressings in a new facility in the Philippines produced honey alginate dressings for use in treating burned patients at the Philippine General Hospital;
- Indonesian research on electron beam irradiation of edible mushrooms and palm oil proved that the technology can improve the quality of mushrooms and produce palm oil at a more competitive price;
- Countries without electron beam technology, such as Myanmar and Pakistan, have promoted the technology at the policy level. During the final review meeting, countries without the technology indicated a strong demand for triangular and South-South capacity development; and
- Indonesia has provided irradiated food for populations affected by disasters, landslides, earthquakes and volcanic eruptions.

The project was selected for scaling up in phase 2 of the Facility (July 2016-June 2020). The Facility will continue to provide training and facilitate knowledge exchanges as more and more countries in the region are interested in learning to use electron beam technology to ensure safe food and industrial products and remove environmental pollutants.

**The Republic of Korea attributes its unprecedented jump from an impoverished country to a developed one in the space of a few decades to investments made in education, science and technology. To share its successful experience, the Facility for Capacity Development through South-South and Triangular Cooperation in Education, Science and Technology was established by the United Nations Office for South-South Cooperation and the Republic of Korea Ministry of Science, ICT and Future Planning in December 2010. Under this Facility, several institutions in education, science and technology package and share development knowledge and experience with partner institutions globally. Since 2011, the Facility has implemented 15 projects. The Facility beneficiaries include institutions and people in 30 countries in Africa, Asia and the Pacific, and Latin America.**

**Contact:**

Mr. Denis Nkala, Regional Coordinator, Asia-Pacific, United Nations Office for South-South Cooperation  
[denis.nkala@undp.org](mailto:denis.nkala@undp.org)

**Project name:** Electron Beam Applications for Value Addition to Food and Industrial Products and Degradation of Environmental Pollutants in the Asia-Pacific Region

**Countries:** Australia, Bangladesh, Cambodia, China, Fiji, India, Indonesia, Japan, Lao People's Democratic Republic, Malaysia, Mongolia, Myanmar, Nepal, New Zealand, Pakistan, Palau, Philippines, Republic of Korea, Singapore, Sri Lanka, Thailand, Viet Nam

**Sustainable Development Goal targets:** 6.3, 9.a, 9.5, 12.4

**Supported by:** Republic of Korea; Regional Office of the Regional Cooperative Agreement for Research, Development and Training Related to Nuclear Science and Technology for Asia and the Pacific

**Implementing entity:** Regional Cooperative Agreement Regional Office

**Project status:** Completed

**Project period:** 2013 to 2015

**URL of the practice:** <http://www.rcaro.org/rca>



## Pan-African e-Network Project

African countries build on India's experience and expertise to harness the power of information and communications technology for better health care and education

### Challenge

Providing citizens with suitable education facilities and ensuring access to affordable health care are two major concerns of developing countries in Africa. Often, however, the countries lack the infrastructure that their governments need to provide these services to citizens, especially in remote areas. Recent advances in the provision of health care and medical education through the use of information and communications technology (ICT) offer countries viable alternatives. ICT enables them to deliver education and health care from resourceful urban areas and developed countries to inaccessible remote and rural areas, providing quality services in a timely and cost-effective manner.<sup>1</sup>

### Towards a Solution

Since 2009, the Pan-African e-Network Project, an initiative sponsored by the Government of India, has been working with countries in Africa to adopt a solution suitable to their context. The project does this by harnessing ICT (via satellite and fibre-optic networks) to promote instant access to and sharing of experiences from India with African countries for education (tele-education) and health care (telemedicine) as well as for resource mapping, meteorology, e-governance and e-commerce. It is one of the largest e-health and e-education initiatives geographically and has the potential to reach a large population spread over 54 African countries.

The Pan-African e-Network Project offers an established global and regional network of expertise and tried and tested models and approaches that countries can access with the support of the Government of India and the sponsor company, Telecommunications Consultants India Limited (TCIL). It is a flagship project of the Government to promote good practices and knowledge transfer to Africa for the mutual benefit of all participating countries in order to overcome national development challenges in the delivery of health care and education, which are difficult for any country to tackle singlehandedly. By harnessing the power of ICT and broadband and satellite technology, the project allows medical and educational professionals immediate access to innovative systems, knowledge and information to treat patients and to train and educate students, especially in least developed countries. The project provides expert consultations and knowledge of best practices in health care to doctors and nurses in remote areas and aims to benefit 10,000 students over a five-year period in certificate, graduate and post-graduate courses delivered under the tele-education programme.

**The project is implemented in phases and currently includes 48 member countries of the African Union Commission.** Each country has one Learning Centre and one Patient End Location equipped with the latest ICT facilities for delivery of telemedicine

<sup>1</sup> <http://www.panafricanenetwork.com/>



and tele-education services. In addition, five regional university centres and five regional super specialty hospitals in participating countries are fully equipped to deliver lectures and educational programmes to all 48 African countries.

During implementation, TCIL organizes training programmes for African countries to familiarize their Telecom, ICT and paramedical staff with the equipment and networks that they will operate on a daily basis. Their training covers concepts, systems, architecture and operating procedures. The project also covers continuing education in medicine for practicing doctors and nurses in order to update and enhance their knowledge and skills. TCIL officials present in the participating countries train local manpower for regular operation and maintenance of the system. It is also possible to expand this network by adding appropriate systems and bandwidth to connect with government, businesses, merchants and banking systems in order to provide e-governance, e-commerce and infotainment services to people in African countries.

The phased implementation process supported through capacity-building and technical assistance facilitates the project take-up in interested countries. Based on network implementation experience in participating countries, major factors that facilitate replication include infrastructure availability, accessibility, availability of skilled manpower, connectivity, financial leverage and policy initiatives by local government to create awareness about the objectives of the network.

**Over 19,268 students have registered for the educational programmes since 2008, and approximately 700 online medical consultations**

**have taken place among doctors from various countries. Over 5,643 continuing medical education sessions have been conducted in different medical disciplines, 645 of them in French, for health-care institutions in participating countries.** Accredited educational programmes delivered by universities in India have helped students of participating countries to gain new skills and knowledge and enhance their employability.

Pan-African e-Network Project stakeholders and their roles include:

- Ministry of External Affairs, Government of India, client/sponsor: approvals for funds and their distribution;
- African Union Commission: coordinating and guiding authority for African countries;
- Member countries of the African Union Commission: supervision and monitoring of project deliverables;
- Participating university centres in India: preparation and delivery of e-content and educational programmes;
- Participating super specialty hospitals in India: provision of telemedicine services through online and offline consultations and CME programmes;
- Telecommunications Consultants India Limited (TCIL), implementing agency: project execution, operation and maintenance, and maintenance of services delivery.

**Contact:**

Mr. E. M. Venkatesh, General Manager, Pan-African e-Network Project, Telecommunications Consultants India Limited  
[em.venkatesh@tcil-india.com](mailto:em.venkatesh@tcil-india.com)

**Project name:** Pan-African e-Network Project

**Countries:** India, African Union member States

**Sustainable Development Goal targets:** 3.8, 3.b, 3.d, 4.3, 4.a, 9.1, 9.a, 9.c

**Supported by:** Government of India

**Implementing entity:** Telecommunications Consultants India Limited (TCIL)

**Project status:** Ongoing

**Project period:** 2009 to present

**URL of the practice:** <http://www.panafricanenetwork.com>

**Related resources:** Wikipedia site on the Pan-African e-Network Project; TCIL Website India-Africa Connect Pan African e-Network Project; Impacting Lives in Africa EAM inaugurates Government of India's Pan-African e-Network Project.



# Viet Nam Cleaner Production Centre

Viet Nam pioneers efficient, clean production through science and technology that boosts exports and improves livelihoods

## Challenge

Viet Nam has enjoyed rapid economic growth regularly exceeding 6 per cent in recent years. This growth, however, has been based on a limited number of sectors and on export products with low local added value. In order for its growth to continue, Viet Nam has had to increase – in a sustainable way – the local added value of the goods and services that it produces. Goods exported to Europe need to meet environmental and social standards in addition to quality and price. An efficient way to address these issues is via sustainable product design and the promotion of resource-efficient and cleaner production methods.<sup>1</sup>

## Towards a Solution

The Viet Nam Cleaner Production Centre has been a pioneer in tackling this challenge since 1998. The aim of the Centre is to promote clean, renewable industrial production and consumption by offering clients cutting-edge scientific and technological approaches and services. Since its establishment, the Centre has played a catalytic role nationally in improving the environmental performance of industry through its cleaner production services. These include in-plant assessments, training and policy advice that contribute to the promotion and dissemination of cleaner production. **Through UNIDO and its partners, the Centre offers a network of expertise, skills, training and experiences extending across 50 countries that clients can use when adopting a sustainable approach to industry, production and consumption.** The types of industries and production technologies used in Southeast Asia are very similar and the Centre's practical experiences are a major advantage in disseminating and applying the methodology throughout the region.

The Centre begins by helping companies, especially small and medium-size enterprises, to assess and identify how their production affects the environment and their economic performance. In turn, it works with the client to find potentially more efficient solutions and options for implementation that are also attractive financially and have long-term economic benefits. The Centre also functions as a research and reference institution for the dissemination of best practices and learning. It is currently expanding its client base, geographical reach and regional visibility and will continue to offer its tried and proven services through a network of service providers. This has made it a centre of excellence in the region for sustainable and competitive modes of production and a partner for the Government and international clients in this market niche.

The Centre has successfully helped over 500 Vietnamese companies in various industrial sectors to boost both their environmental and their economic performance, including reduced water and raw material consumption and waste generation and the safe handling of chemicals. It has ensured safer working conditions and job creation



<sup>1</sup> [https://www.unido.org/fileadmin/user\\_media/Services/Environmental\\_Management/Contacts/Contacts/VNCPC%20web.pdf](https://www.unido.org/fileadmin/user_media/Services/Environmental_Management/Contacts/Contacts/VNCPC%20web.pdf)

through the green technology service sector and has helped the private sector to engage more fruitfully with the sustainable goods and services market. Through its activities in capacity-building and Resource Efficient and Cleaner Production (RECP) assessments in Cambodia and the Lao People's Democratic Republic, it has helped to start up RECP centres in these two countries.

The Centre uses South-South technical exchanges to develop local capacities and bolster local institutions while it tests and adapts concepts from one country to another. A strong capacity-building and training component ensures the assimilation and long-term sustainability of projects. The Centre also helps to strengthen national regulatory frameworks, for example, through the introduction of cleaner production laws and by establishing national centres of excellence in Cambodia and the Lao People's Democratic Republic as well as the National Cleaner Production Roundtable in Viet Nam.

The model and approach of the Centre have high potential for replication, given its solid understanding

of the local technical context, easy adoptability, and strong potential impact on the environment and the economy. It has already extended to countries in the region, such as Cambodia and the Lao People's Democratic Republic. All industries and companies must deal with resource productivity and efficiency, for which reducing production costs and reducing emissions are key drivers. The enforcement of environmental laws and the price of energy, water and materials facilitate the introduction of RECP services and the replication of RECP centres.

The main partners include local industries, small and medium-size enterprises, academia, ministries of industry, UNIDO, UNDP, UNEP, ILO, Switzerland, the European Union, SWITCH-Asia, RECPnet, BÁCH KHOA, Hanoi University of Science and Technology, and industrial associations in Viet Nam. Some of the partners are clients, donors or facilitators in approaching industries and in offering capacity-building courses.

**Contact:**

Viet Nam Cleaner Production Centre  
[vncpc@vncpc.org](mailto:vncpc@vncpc.org)

**Project name:** Viet Nam Cleaner Production Centre

**Countries:** Viet Nam, with activities in Cambodia and the Lao People's Democratic Republic

**Sustainable Development Goal targets:** 9.4, 9.5, 9.b, 12.2, 13.2, 13.3

**Supported by:** Self-financing (with fundings to specific projects)

**Implementing entity:** UNIDO

**Project status:** Ongoing

**Project period:** 1998 to present

**URL of the practice:** <http://vncpc.org/en/>

**Related resources:** VNCPC Facebook; VNCPC Twitter.

# Assessment-based National Dialogue: Towards the Establishment of Social Protection Floors

South-South solutions build national social protection floors for all in African, Arab and Asian countries

## Challenge

Today, nearly 73 per cent of the world's population lacks access to adequate social protection coverage. In African, Arab and Asian countries, the establishment of social protection floors has increasingly been recognized as an efficient approach to combating poverty, inequality and exclusion, as a key element of national development strategies, and as a human right.<sup>1</sup>

## Towards a Solution

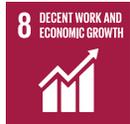
The Social Protection Floors Recommendation (No. 202) was adopted by the General Conference of the International Labour Organization (ILO) in 2012, and to help to turn its provisions into reality, the ILO and its United Nations partners are using assessment-based national dialogue (ABND) exercises at the national level. The aim is to use the dialogue exercises as a first step towards implementing social protection floors in countries to achieve the Sustainable Development Goals. ABND facilitates South-South and triangular cooperation by capitalizing on knowledge and expertise available in countries of the South, which are often best suited to respond to challenges that other countries face in wishing to extend social protection.

The ABND exercise evaluates country social protection systems and helps to identify policy gaps and implementation issues that are often similar among developing countries and countries of a certain region. Countries can determine where they stand with respect to neighbouring countries and how they can tackle their own challenges. The Social Protection Assessment-based National Dialogue: A Global Guide provides standardized guidance and training (in print and online) to help users to learn about the process. It enables users to learn of ABND experiences in other countries that have conducted similar exercises.

A technical multipartite team conducts the assessment process to develop a social protection floor. The team, which includes representatives of government, employers, workers, civil society, academia and development partners, is usually led by a line ministry and/or a United Nations organization. On the government side, the team may use existing social protection coordination mechanisms and structures. On the United Nations side, the team may utilize existing social protection working groups under the United Nations Development Assistance Framework or other structures. The methodology is based on national multi-stakeholder dialogue. The team meets on a regular basis during the assessment process (an average of 18 months) to assess social protection schemes, discuss policy gaps and implementation issues, and identify and agree on joint recommendations. This takes place through bilateral consultations and multipartite workshops. The assessment includes three steps: (a) developing the assessment matrix, including an inventory of social protection schemes and services in a country, policy gaps and implementation issues, and recommendations to address

<sup>1</sup> <http://www.socialsecurityextension.org/gimi/gess/RessourcePDF.action?ressource.ressourceId=53462>

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them and install a social protection floor; (b) estimating the cost of the social protection floor, including the cost of implementing its recommendations over time based on different scenarios/parameters; and (c) developing the assessment report, sharing it with national stakeholders and obtaining endorsement of the report by policymakers.

ABNDs have been completed or are ongoing in 16 countries in Africa and Asia. The dialogues have been completed in Indonesia, Mongolia, Myanmar, Thailand, Vanuatu and Viet Nam. Ten countries – Egypt, Kyrgyz Republic, Lao People's Democratic Republic, Malawi, Mozambique, Niger, Philippines, Timor-Leste, United Republic of Tanzania and Zambia – are currently conducting assessments. ABNDs are also planned in several other countries of the South.

In the Lao People's Democratic Republic, the assessment exercise was accompanied by several other South-South initiatives, such as supporting the extension of social health protection (the Social Security Law adopted in 2013); regulations of the national health insurance scheme; the technical guidelines for the pilot scheme; and capacity-building of national stakeholders, including for the National Social Security Fund. In Egypt, the assessment exercise is running in parallel with the reform of the social health insurance system and helps to build coherence between different processes on social protection. In Kyrgyzstan, the assessment exercise will be followed up with a maternity protection scheme project.

It is important to establish a technical multipartite team whose mandate is to conduct and complete the assessment process and propose joint recommendations to policymakers for endorsement and follow-up. Continuous follow-up is crucial. Strong involvement of national stakeholders and particularly high-level government officials is critical and can help to foster ownership of the final recommendations.

Knowledge and expertise acquired in countries on social protection floor policy and component design and implementation provide a good basis for countries seeking assistance to overcome challenges. South-South training for 10 countries of the Association of Southeast Asian Nations (ASEAN) in October 2012 on ABND methodology led to the development of a good practice guide, which three ASEAN countries used to conduct their assessments. A website, which complements the guide, contains testimonies, videos and practical exercises. The ABND exercise can be conducted in countries planning to define a national social protection floor, design and adopt a national social protection plan or strategy, or develop an implementation plan for an existing national social protection plan or strategy. The assessment can also be conducted in countries looking to pursue national dialogue on social protection and build consensus on priority areas of action.

The direct recipients of the project are national governments, decentralized government agencies, social protection institutions, employers, workers, civil society organizations, academia and other national stakeholders involved in the design and implementation of social protection policies and programmes. The ultimate beneficiaries are beneficiaries of social protection schemes, workers of small enterprises, informal-economy workers and those unable to work. The assessment process takes into account the views of representatives of women and persons with disabilities as well as the concerns of beneficiaries and workers through local governments, civil society organizations and worker organizations.

**Contact:**

Ms. Valérie Schmitt, Chief of the Social Policy, Governance and Standards Branch, Social Protection Department, ILO Geneva  
[schmittv@ilo.org](mailto:schmittv@ilo.org)  
Ms. Loveleen De, Social Protection Policy Officer, Social Protection Department, ILO Geneva  
[de@ilo.org](mailto:de@ilo.org) or [socpro@ilo.org](mailto:socpro@ilo.org)

**Project name:** Assessment-based National Dialogue: Towards the Establishment of Social Protection Floors

**Countries:** Indonesia, Mongolia, Myanmar, Thailand, Vanuatu, Viet Nam (completed); Egypt, Kyrgyz Republic, Lao People's Democratic Republic, Malawi, Mozambique, Niger, Philippines, Timor-Leste, United Republic of Tanzania, Zambia (ongoing)

**Sustainable Development Goal targets:** 1.3, 1.4, 3.8, 5.6, 8.5, 10.4

**Supported by:** UNOSSC, Japan, Republic of Korea, others

**Implementing entities:** ILO, UNICEF, WHO, WFP, UN-Women, UNFPA, others

**Project status:** ABND exercises are ongoing in several countries

**Project period:** 2011-present

**URL of the practice:** <http://www.social-protection.org/gimi/gess/ShowRessource.action?ressource.ressourceId=45737>

**Related resources:** [www.social-protection.org](http://www.social-protection.org); Social Protection Assessment-based National Dialogue: A Global Guide; Brochure; Facebook: Social Protection Platform; Twitter: @soc\_protection.



# Saudi Youth Exchange Programme

## Including Saudi youth in knowledge and cultural exchanges with Southern countries leads to prospects for employment

### Challenge

The Arab States region has one of the highest unemployment rates in the world, having reached 11.8 per cent between 2008 and 2013 compared with the global average of 6.1 per cent.<sup>1</sup> The working population is made up mainly of men, with only 23 per cent of working-age females (age 15 and older) in the labour market. Unemployment is concentrated among youth (between the ages of 15 and 24). Between 2008 and 2014, the youth unemployment rate in the Arab States was 29 per cent, by far the highest of any region, while the global average was 15.1 per cent. These figures are more likely to rise as the youth population grows. It is expected that by 2040, the youth population will account for 66 per cent of the region's total population.<sup>2</sup> Reflecting this regional trend, youth unemployment is also a challenge in Saudi Arabia, where it was almost 30 per cent in 2013.<sup>3</sup> Young Saudi women are experiencing much more serious challenges, with an unemployment rate of 55 per cent compared with 21 per cent for young Saudi men.

### Towards a Solution

The Government of Saudi Arabia considers unemployment a major issue and is introducing programmes that develop and strengthen youth capacity and empower youth to become active leaders in their local communities, with future job prospects. One example is the Youth Exchange Programme, a joint initiative between the Ministry of Foreign Affairs and UNDP. The aim of the project is to expand youth participation in local community development and increase their leadership capacities in international forums through South-South and triangular exchanges.

More than 10 youth exchange visits took place with various countries (Brazil, China, India, the Republic of South Korea, Spain and the United Republic of Tanzania) with experiences in different fields, such as renewable energy, e-education, sustainable cities, biodiversity conservation, slum management, information and communication technology (ICT) for development, medical research and architecture. More than 200 Saudi youth (between the ages of 17 and 27) participated in these exchanges. The programme ensured that an equal number of males and females were involved while targeting students from minority groups. It promoted professional and cultural dialogue through peer-to-peer learning, interaction, exchanges and field visits. It also fostered the acquisition and dissemination of practical knowledge and experience obtained in host countries and the adoption and adaptation of best practices in home countries.

As a result, the programme helped to:

- Expose Saudi youth to development models used in leading Southern economies and developed countries in many regions. This has translated into a new vision



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<sup>1</sup> UNDP, *Human Development Report 2015: Work for Human Development*.

<sup>2</sup> UNDP, *Green Jobs for Women and Youth: What Can Local Government Do?*, May 2013.

<sup>3</sup> World Bank, *World Development Indicators*, based on ILO data.

among youth of how similar innovations can arise in Saudi Arabia and potentially be shared with other developing countries;

- Create solidarity among emerging youth leaders in their respective fields of practice within strategically important countries across the South. Maintaining connections with and among these future leaders could be important for future South-South cooperation partnerships and strategic collaborations; and
- Facilitate the exposure and transfer of knowledge and solutions in several key areas of strategic importance not only to Saudi Arabia but also to the Arab States region in general. Capturing and documenting solutions and technical know-how on issues such as sustainable energy, sustainable cities and ICT for development would enable regional users to access key information for enhanced decision-making. Knowledge management and dissemination coupled with regular regional meetings of young experts could be a complementary component in bolstering the region's competitiveness in responding to common challenges.

In addition to the positive results from helping youth to enter a career track in a chosen area of study, young participants in the programme generated inspiring and innovative ideas for the Government to explore. For example, after one youth group had returned from India having learned about the country's ICT projects, it formulated a proposal for the Government on how Saudi Arabia could introduce a new web-based crowd-sourcing platform for citizen support to global development. With the goal of channelling assistance "from the people to the people", this initiative focused

on developing a new strategic partnership to expand the role of Saudi Arabia in providing assistance to global development efforts for achieving Agenda 2030. The idea was well received by the Government and has received \$1 million for initial activities to design the crowd-sourcing platform and related steps. The Ministry of Foreign Affairs of Saudi Arabia asked UNDP to implement this initiative.

In order to ensure its sustainability, the Youth Exchange Programme was fully aligned with national development priorities while ownership rests firmly in the hands of the Government, which has committed to scaling it up to address other youth-focused interests. The outcome document from the programme serves as a basis for other potential South-South and triangular cooperation initiatives on specific topics of bilateral interest among countries.

The Ministry of Foreign Affairs of Saudi Arabia worked actively with UNDP to formulate, design and implement the programme. In addition, the private sector provided seed funding at the beginning of the programme. Youth foundations and organization committees for youth were involved in identifying potential youth candidates who had shown leadership attributes within their own committees. Universities and academic institutions contacted by the Ministry of Foreign Affairs also assisted in identifying young students who had excelled in their area of study.

**Contact:**

Ms. Haifa Al Mogrin, Project Manager  
[haifa.almogrin@undp.org](mailto:haifa.almogrin@undp.org)

**Project name:** Youth Exchange Programme of the Ministry of Foreign Affairs (2010-2015)

**Countries:** Saudi Arabia, in exchanges with Brazil, China, India, Republic of Korea, South Africa, United Republic of Tanzania

**Sustainable Development Goal targets:** 1.1, 10.2, 11.3, 16.b

**Supported by:** Government of Saudi Arabia, the private sector

**Implementing entity:** UNDP

**Project status:** Ongoing

**Project period:** 2010 to 2016

**URL of the practice:** [http://www.sa.undp.org/content/saudi\\_arabia/en/home/operations/projects/human\\_development/74767.html](http://www.sa.undp.org/content/saudi_arabia/en/home/operations/projects/human_development/74767.html)

**Related resources:** Saudi-chinese-youth-forum Saudi Young Leaders Exchange Programme.

# China's One-stop Service Centre Model: Designing Government Services for Urban Bangladesh

11 SUSTAINABLE CITIES AND COMMUNITIES



## Bringing transparent and efficient government services closer to the people

17 PARTNERSHIPS FOR THE GOALS



### Challenge

More than half of the world's population now lives in urban areas. By 2050, this figure will rise to 6.5 billion people – two thirds of humanity.<sup>1</sup> The rapid growth of cities in the developing world, coupled with increasing rural-to-urban migration, has led to a boom in megacities. Bangladesh is one country in South Asia facing very rapid urbanization. Its cities are growing at more than twice the rate of its rural areas, a trend expected to continue until Bangladesh transitions from a low- to a middle-income country. It is predicted that by 2030, the population living in urban areas will double to 80 million.<sup>2</sup> Improving the efficiency of public services is therefore a government priority. However, in a rapidly urbanizing Bangladesh, efficient delivery of basic services has come under considerable pressure. Citizens could frequently face a variety of difficulties registering a birth or death, paying bills (e.g., for taxes or fees) or requesting connections to municipal water supplies.

### Towards a Solution

In order to address these challenges, Bangladesh conducted South-South exchanges with China in 2013 to learn from and adapt its innovative one-stop social service centre model. **Using design-thinking tools, UNDP worked with four mayors from Bangladesh, beneficiaries of basic services, municipal government officials from Bangladesh and China, and design-thinking experts from Malaysia and Singapore to build prototypes of a one-stop shop that would work in Bangladeshi cities by contextualizing the Chinese experience to suit local needs.**

This distinctive approach, which relies on collective action, put the end users (or beneficiaries) at the centre of policy dialogue so that they could make a direct contribution to creating solutions. As a result, city planners (mayors and city officials) and beneficiaries (users) reached a consensus on how best to design and deliver social services. In turn, the mayors worked with the central government to secure the financing needed to establish these centres in their respective cities. While cities in Bangladesh are decentralized, they do not have complete fiscal autonomy and therefore rely on the central government for funding to establish the centres. UNDP is currently facilitating this process and intends to showcase the prototype of the one-stop service centre at the Bangladesh Urban Forum in 2016.

This experience shows that users' (beneficiaries') knowledge and experience are a critical part of the design process, ensuring the customization of products and services to local needs and demands. Moreover, using the innovative design-thinking principles helped to contextualize and adapt the Chinese model of a one-stop service centre to the local needs of urban residents in Bangladesh. The fact that citizens/users played a fundamental role in the design process directly helped to achieve broader ownership and sustainability.



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<sup>1</sup> <http://www.undp.org/content/undp/en/home/sdgooverview/post-2015-development-agenda/goal-11.html>

<sup>2</sup> <http://www.bd.undp.org/content/dam/bangladesh/docs/Publications/BUF%20Report%20%201st%20Session.pdf>

Consolidating key social services in one location through the one-stop service centre was administratively cost efficient and reduced the burden for users, who were able to take advantage of the multiple services offered (e.g., civil registration, land registration, banking and notary services, and social insurance and social welfare payments) at one single site.

It is possible to replicate this model by using a similar process and methodology. However, user needs and input during the design process will ultimately determine the character of the final output, which

may differ from the model provided. Such experiences illustrate that perfect replication is neither achievable nor desirable but rather that successful elements of a good practice can be adapted to suit local needs in the recipient country. Towards this end, design-thinking and social innovation principles were particularly suited to the transfer of knowledge and aspects of experiential learning.

**Contact:**

Mr. Taimur Khilji, Programme Specialist, UNDP  
[taimur.khilji@undp.org](mailto:taimur.khilji@undp.org)



**Project name:** China's One-stop Service Centre Model: Designing Government Services for Urban Bangladesh

**Countries:** Bangladesh, China

**Sustainable Development Goal targets:** 11.3; 17.16; 17.17

**Supported by:** UNDP

**Implementing entities:** UNDP, four mayors from Bangladesh, city administrations

**Project status:** Completed

**Project period:** Five months (from September 2013 to January 2014)

**URL of the practice:**

Part 1: Same-same but different: Can Asia's rapidly growing cities use 'design thinking' for better planning and services?

Available from <http://www.asia-pacific.undp.org/content/rbap/en/home/blog/2014/8/1/same-same-but-different-can-asia-s-rapidly-growing-cities-use-design-thinking-for-better-planning-and-services-.html>

Part 2: Inspired by China, Made in Bangladesh. Available from <http://www.asia-pacific.undp.org/content/rbap/en/home/blog/2015/1/13/Inspired-by-China-Made-in-Bangladesh-.html>

**Related resources:** Case study of Bangladesh-China exchange.

Design-thinking toolkit for South-South learning and exchange.



# Road Safety Technical Cooperation Project between Southern Cone Cities

Common road safety approaches in three Latin American countries lead to a significant decrease in road traffic injuries and fatalities

## Challenge

Road accidents are the leading cause of death in children ages 5 to 14 and the second leading cause in people ages 15 to 44 in Latin America. Buenos Aires (Argentina), Belo Horizonte (Brazil) and Montevideo (Uruguay) are among the cities with the highest road traffic injury and fatality rates in Latin America. From 1997 to 2009, more than 1,800 people died in traffic accidents in Buenos Aires, and between 2007 and 2009, more than 33,000 traffic injuries were registered. In Belo Horizonte in 2008, the traffic fatality rate was 20.1 per 100,000 people, and the hospitalization rate was 92.9 per 100,000 people. In Montevideo in 2009, the traffic fatality rate was 11.0 per 100,000 people; 34 per cent of the deaths were motorcycle related.

## Towards a Solution

In 2010, in response to road traffic fatalities and injuries, the Pan American Health Organization (PAHO) launched its regional report on traffic injury prevention, followed by the 2011 Plan of Action on Road Safety that offered guidelines to Member States. Both policies have helped countries of Latin America to meet the goals for reducing road traffic deaths and injuries across the region. More specifically, PAHO launched, implemented and assessed a pilot initiative in 2010-2011 in three cities of the Southern Cone region. That initiative provided financial and technical assistance by organizing workshops in which representatives of those cities could share their best road safety measures and transfer both skills and technologies that responded to their local contexts, development, access to resources and city dynamics.

The pilot of the Road Safety Technical Cooperation Project between Southern Cone Cities implemented a methodology that facilitated knowledge-sharing among the three cities. While it required only a relatively small investment of about \$150,000, the pilot was able to yield significant health and economic benefits in return while improving the cities' capacity to target road traffic challenges. The project created three solutions to: (a) improve and strengthen the information systems of the three cities; (b) create a menu of options for good practices for road safety; and (c) develop community empowerment tools as a management model for road safety for each of the three cities. Those solutions also included the following measures:

- Belo Horizonte: analysis of crash events in mass media reports, road safety surveys, intervention approaches in hot spots, appointment of the Traffic Operation and Enforcement Unit, sustained investment in road signs, creation of the Trauma Academic Association and training of emergency teams;
- Buenos Aires: stronger drug and alcohol enforcement, the promotion of helmet use, implementation of a speed reduction programme, and road safety education; and
- Montevideo: a sustainable mobility programme, an enforcement programme for late hours (night) and a zero crash programme for private companies.



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The project's development results include the creation of methodologies to improve the collection of data, a memorandum of understanding between health agencies of the three cities to exchange data sets, the implementation of a road safety education programme in the three cities and the development of a methodology to facilitate the transfer of knowledge among actors from different countries. Results in specific cities include:

- Belo Horizonte: a decrease of 26 per cent in missing crash data, improved data on injuries sustained by road users and enhanced geo-referenced information;
- Buenos Aires: issuance of over 39,000 traffic tickets to motorcyclists, provision of 1,200 helmets to motorcyclists and issuance of 200,534 traffic tickets for alcohol consumption; and
- Montevideo: an 8-per cent reduction in drivers who consumed alcohol, training of 500 medical students in trauma prevention and a 60-per cent reduction in car crashes observed among private companies that participated in the road safety programme.

The project provides strong opportunities for South-South learning and exchange not only in terms of sustainability and transferability but also policy impact. Policies targeting road safety tackle the negative impacts in society beyond health, such as economic and family costs. Global losses resulting from road traffic deaths and injuries are estimated at \$518 billion, while government costs, including health-care systems, range

between 1 and 3 per cent of gross domestic product – more than the total amount that these countries receive in development assistance per year. For countries such as Argentina, Brazil and Uruguay, the increase in traffic fatalities and injuries has a considerable impact and high economic and social costs, which in turn undermine other development needs that they must address.

The issue of traffic fatalities and injuries goes beyond the three Southern Cone countries. Further analysis shows a similar trend throughout the region and subregions. There are also cities with similar characteristics in other parts of the world, yet many lack an approach and a methodology that help them to design their own solutions to their common challenges. This project's methodology enables countries to access new measures adapted to city conditions and provides a sense of ownership and motivation in the exchange, dissemination and creation of measures. Its menu of options for road safety good practices offers the collection and systematization of measures that can be replicated in similar urban contexts in low- and middle-income countries to enhance road safety.

**Contact:**

Dr. Eugenia Maria Rodrigues, PAHO Adviser for Road Safety  
[rodrigem@paho.org](mailto:rodrigem@paho.org)

**Project name:** Road Safety Technical Cooperation Project between Southern Cone Cities

**Countries:** Argentina, Brazil, Uruguay

**Sustainable Development Goal targets:** 3.6, 11.2, 11.3

**Supported by:** City governments of Belo Horizonte, Buenos Aires and Montevideo, and PAHO/WHO

**Implementing entity:** PAHO/WHO

**Project status:** Completed

**Project period:** 2010-2011

**URL of the practice:**

Report in Portuguese: Projeto de Cooperação Técnica de Segurança no Trânsito entre Cidades: [http://www.paho.org/bra/index.php?option=com\\_docman&task=doc\\_view&gid=1479&Itemid=801](http://www.paho.org/bra/index.php?option=com_docman&task=doc_view&gid=1479&Itemid=801)

Main road safety webpage:

[http://www.paho.org/hq/index.php?option=com\\_topics&view=article&id=351&Itemid=40939&lang=en](http://www.paho.org/hq/index.php?option=com_topics&view=article&id=351&Itemid=40939&lang=en)

PAHO road safety: [http://www.paho.org/hq/index.php?option=com\\_content&view=category&layout=blog&id=1507&Itemid=3748&lang=en](http://www.paho.org/hq/index.php?option=com_content&view=category&layout=blog&id=1507&Itemid=3748&lang=en)

**Related resources:** Norton, Robyn and Olive Kobusingye (2013). Injuries. *New England Journal of Medicine*, 368.18, pp. 1723-1730.

Pan American Health Organization (2011). *Proyecto de Cooperación Técnica en Seguridad Vial entre Ciudades: Belo Horizonte, Buenos Aires y Montevideo*. Brazil: PAHO.

Pan American Health Organization (2015). *Report on Road Safety in the Region of the Americas*. Washington, D.C.: PAHO.

World Health Organization (2013). *Global Status Report on Road Safety 2013: Supporting a Decade of Action*. Geneva: World Health Organization.



## Energy-efficiency Standards and Labelling

Asian countries use their regional South-South cooperation experiences and expertise to improve energy efficiency and mitigate greenhouse gas emissions

### Challenge

Asia's share in world energy use has been increasing rapidly in the last two decades. By 2035, Asia is projected to account for 56 per cent of world energy consumption, up from about a third in 2010. A significant percentage of the region's total energy consumption occurs in the commercial, industrial and residential sectors, representing the use of appliances and equipment, motors and lighting. With high economic growth in many countries in the region, the demand for major appliances, equipment and electric power is expected to continue to increase while risking the rise of greenhouse gas emissions.<sup>1</sup>

Many Asian countries have shown interest in including energy-efficiency standards and labelling (ESL) programmes in their national energy and environment development policies. Persistent regulatory, institutional, technical and market barriers often hinder these programmes, however. Most local programmes are carried out at the national level and – despite some regional cooperation efforts – do not benefit from technical or human resource exchanges with other countries in the region.

### Towards a Solution

Between 2009 and 2015, the Barrier Removal to the Cost-effective Development and Implementation of Energy-efficiency Standards and Labelling (BRESL), supported by UNDP and the Global Environment Facility, addressed these barriers by providing training and capacity-building, assessing and transmitting lessons learned, learning by doing, sharing work among countries and providing technical assistance. ESL programmes and policies have proven to be an effective way to improve energy efficiency and reduce greenhouse gas emissions. They are also much more cost-effective than providing new energy supplies, owing to their potential to bring about the complete market transformation of different classes of energy-saving products.

The main challenge lay in either harmonizing the ESL plans of countries in Asia or in reaching mutual recognition of their respective standards. Removing technical barriers and setting energy benchmarks for the appliances in question have helped not only to increase cross-regional trade of electric appliances but also to develop a regional market for energy-efficient and energy-saving products. Adopting applicable and recognizable energy-efficiency standards and labelling to all products in the region has helped to achieve these objectives.

The project involved six participating countries: Bangladesh, Indonesia, Pakistan, Thailand, Viet Nam and China as the host and lead country of the Regional Project Management Unit. The regional approach aimed to transform the regional product



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<sup>1</sup> [http://www.id.undp.org/content/indonesia/en/home/operations/projects/environment\\_and\\_energy/barriers-removal-to-the-cost-effective-development-of-energy-ef.html](http://www.id.undp.org/content/indonesia/en/home/operations/projects/environment_and_energy/barriers-removal-to-the-cost-effective-development-of-energy-ef.html)

markets of the targeted appliances and equipment and address the common barriers to ESL. Participating countries aimed to reduce greenhouse gas emissions by an estimated 23.4 million metric tons per year. The technical and information exchange supported by the BRESL project facilitated cooperation and dialogue among the participating countries with a view to benefiting from ESL harmonization and/or mutual recognition, reducing costs for product testing, and promoting the development and trade of energy-efficient products within the region.

For example, countries such as China, Thailand and Viet Nam, which already had ongoing national ESL programmes when the project started, shared their experiences and practices with the other countries, such as Indonesia, which had just begun to implement its own ESL programmes. The project supported the compiling and transmitting of lessons learned, best practices and technical know-how; facilitated regional consultations; and enabled harmonization of test procedures, standards and labelling programmes among participating countries. As a result, Bangladesh, Indonesia and Pakistan, which initially had no or limited ESL activities, benefited from the project's South-South knowledge and lessons learned, capacity-building activities and tools on ESL developed by countries with greater accumulated experiences, primarily China but also Thailand and Viet Nam. The opportunities for replication created through the project have been

visible in shorter policy-development lead times and greater availability of templates and technical know-how on ESL-related activities.

In addition, the project accelerated the adoption and implementation of ESL in participating countries and, through South-South cooperation, resulted in greater harmonization at the regional level. On the basis of the feasibility reports, five products now have harmonized testing protocols and three products have harmonized performance specifications. Furthermore, seven mutual-recognition agreements have been signed among four countries, six of which included Indonesia. These achievements have laid the groundwork for future cooperation on labelling procedures among the countries.

To ensure the sustainability and the scaling up of the BRESL programme, the Regional Energy-efficiency Standards and Labelling Network was established. The aim of the Network is to provide relevant and accurate ESL data and information, facilitate better access to and exchange of information among the countries, and increase availability of training and technical assistance tools and services.

**Contact:**

Mr. Priyo Budhi Sayoko  
[budhi.sayoko@undp.org](mailto:budhi.sayoko@undp.org)

**Project name:** Barrier Removal to the Cost-effective Development and Implementation of Energy-efficiency Standards and Labelling (BRESL)

**Countries:** Bangladesh, China (host), Indonesia, Pakistan, Thailand, Viet Nam

**Sustainable Development Goal targets:** 12.1, 12.4, 12.6, 12.8, 12.c

**Supported by:** Government of Indonesia, Global Environment Facility (GEF)

**Implementing entities:** UNDP, GEF

**Project status:** Completed

**Project period:** 2009 to 2013

**URL of the practice:**

[http://www.id.undp.org/content/indonesia/en/home/operations/projects/environment\\_and\\_energy/barriers-removal-to-the-cost-effective-development-of--energy-ef.html](http://www.id.undp.org/content/indonesia/en/home/operations/projects/environment_and_energy/barriers-removal-to-the-cost-effective-development-of--energy-ef.html)

**Related resources:** Annual Project Progress Report, January 2013, Reporting period: January–December 2012; Annual Project Progress Report, February 2015, Reporting period: January–December 2015.

# Resource Efficient and Cleaner Production (RECP) Programme

Efficient use of resources spurs economic growth and minimizes risks to people and the environment

## Challenge

The simultaneous global economic and environmental crises in recent years have brought into relief the urgent need to separate the unsustainable use of natural resources from economic growth based on industrial production patterns that have been largely unchanged since the industrial revolution. Today, governments and citizens alike see the importance of applying preventive environmental protection standards to industrial processes, products and services in order to bolster efficiency and reduce risks to humans and the environment.<sup>1</sup>

## Towards a Solution

In 2009, the United Nations Industrial Development Organization (UNIDO) and the United Nations Environment Programme (UNEP) collaborated to create the Joint Resource Efficient and Cleaner Production (RECP) Programme for Developing and Transition Countries to pave the way forward. The RECP Programme aims to ensure efficient, effective development, application, adaptation, scaling up and mainstreaming of resource-efficient and cleaner industrial production. The RECP concepts, methods, policies, practices and technologies work together to ensure the efficient use of natural resources, higher productivity, less waste, less risk to people and the environment, and greater well-being of workers and communities. The Programme facilitates the implementation of RECP methods and tools, including retrofitting production sites, introducing new technologies, phasing out hazardous materials, reducing waste and increasing efficiency with regard to the use of raw materials.

The RECP Programme helps to make industries at the national, regional and global levels more efficient, productive, cleaner and safer. It is delivered through the Global Network for Resource Efficient and Cleaner Production (RECPnet), consisting of over 70 leading RECP service providers in more than 60 countries around the world. A global coordinator and a team of five coordinators for each regional chapter of RECPnet administer the system.

The RECP approach applies preventive environmental strategies to processes, products and services to increase efficiency and reduce risks to communities and the environment through:

- Multi-level interventions: macro (government, policy and legal frameworks), meso (providers of services, technologies and finance) and micro (businesses, consumers and civil society);
- Complementary role definition: UNIDO and UNEP lead in implementing programme components;
- Country-level engagement: UNIDO and UNEP facilitate joint programming and engagement at the country level;

<sup>1</sup> <http://www.unep.fr/scp/cp/pdf/RECP%20Programme%20Flyer%20April%202010.pdf>



- Synergy and partnership: synergy and active coordination with bilateral and multilateral initiatives and broadened partnerships with the private sector and civil society;
- Enhance existing capacities: active utilization of capacities of UNIDO-and-UNEP-established national cleaner production centres and other RECP service providers;
- Multi-dimensional networking: through RECPnet, the programme is an effective platform facilitating knowledge transfer and experience-sharing;
- Flexible funding mechanism: a two-tiered funding mechanism for programme activities and supportive projects allows flexibility and adaptability.

**Thousands of enterprises have benefited from increased resource productivity and realized savings opportunities. Over \$30 million have been raised in funds from multiple donors, over 50 national cleaner production centres have been established by UNIDO and UNEP, and over 70 RECP service providers from around the world have joined RECPnet.** On the policy side, a number of countries have included RECP in national legal instruments. A comprehensive data-gathering exercise is currently under way to assess the aggregate environmental impact of the RECP Programme. These data are expected to be available by the end of 2017. RECP develops, trials and promotes the replication of environmentally sound technologies and sustainable product development. In particular, South-South cooperation allows for a quicker scaling of RECP solutions in developing and transition countries. Countries replicate RECP practices, build technical capacity, bring on board financial institutions to create green-credit/financing programmes, and advise

government on the resource-efficiency regulatory framework. The most mature country-level RECP programmes become financially independent and sustainable. National and regional policies have come to include provisions to promote RECP.

Scaling up efforts include four outcomes (a) RECP service delivery network: global RECP service delivery capacity enhanced through RECPnet, leading to effective networking and peer learning; (b) thematic RECP applications: implementation of RECP by businesses and organizations with demonstrable, verified resource use and environmental, economic and societal benefits; (c) RECP incentives: mainstreaming RECP in relevant government policies, regulations and enterprise finance, leading to an effective enabling environment; and (d) innovation capacity: strengthening national capacities to implement environmentally sound technologies and sustainable product development.

UNIDO and UNEP jointly run the programme, with funding provided primarily by the Government of Switzerland. The main stakeholders are the over 70 members of RECPnet and the industries with which they work. Members share the results of their work, success stories, case studies and data through the RECPnet knowledge management system and online networks.

**Contact:**

Mr. Smail Alhilali, Officer-in-Charge, Industrial Resource Efficiency Division, Department of Environment, UNIDO  
[s.alhilali@unido.org](mailto:s.alhilali@unido.org)

**Project name:** Joint UNIDO-UNEP Resource Efficient and Cleaner Production (RECP) Programme for Developing and Transition Countries

**Countries:** Albania, Algeria, Argentina, Armenia, Bolivia (Plurinational State of), Brazil, Bulgaria, Cabo Verde, Cambodia, China, Colombia, Costa Rica, Croatia, Cuba, Czech Republic, Dominican Republic, Egypt, El Salvador, former Yugoslav Republic of Macedonia, Georgia, Ghana, Guatemala, Honduras, India, Indonesia, Israel, Jordan, Kenya, Lao People's Democratic Republic, Lebanon, Lithuania, Mexico, Montenegro, Morocco, Mozambique, Namibia, Nicaragua, Pakistan, Paraguay, Peru, Philippines, Republic of Moldova, Romania, Russian Federation, Rwanda, Senegal, Serbia, South Africa, Sri Lanka, United Republic of Tanzania, Tunisia, Turkey, Uganda, Ukraine, Uzbekistan, Viet Nam, Zimbabwe

**Nominated by:** UNIDO

**Sustainable Development Goal target:** 6.3, 6.4, 6.5, 7.1, 7.2, 7.b, 8.2, 8.4, 9.a, 9.b, 9.c, 11.3, 11.6, 11.b, 12.2, 13.1, 13.2

**Supported by:** Government of Switzerland, with contributions from Austria, Norway and Slovenia, the European Commission and selected multi-donor trust funds

**Implementing entities:** UNIDO, UNEP

**Project status:** Ongoing

**Project period:** 2009-2017

**URL of the practice:** <http://www.recenet.org/>



# African Risk Capacity

## Helping African Union members to better prepare, plan and respond to natural disasters

### Challenge

Over the last four decades, sub-Saharan Africa has experienced more than 1,000 disasters. They are a major threat to development, putting recent economic development gains at risk. Africa's disaster profile is characterized by extreme hydro-meteorological events that will likely increase in frequency and magnitude as a result of climate change. Sub-Saharan Africa's disaster profile is closely linked to the vulnerability of its population and economy and their often-low capacities to cope with natural hazards.<sup>1</sup>

### Towards a Solution

The African Risk Capacity initiative offers an African solution to one of the continent's most pressing challenges. It was established by African States as a specialized agency of the African Union in November 2012. The overarching aim is to give Member States the financial tools and infrastructure that they need to help to break the negative cycle of drought, low resilience and food insecurity by incentivizing and empowering countries to improve their capacities to better plan, prepare and respond to extreme weather events and natural disasters, thereby protecting the food security of their vulnerable populations.

African Risk Capacity is an innovative initiative for pan-African risk management, offering sovereign-level risk insurance against droughts, floods, cyclones and pandemics through its financial affiliate, African Risk Capacity Ltd, which is capitalized at \$200 million. Through African Risk Capacity, African Union members pool their natural disaster risk, shifting the risk burden away from vulnerable populations and their governments to the international markets, which are better equipped to handle them. **Thirty-two African States have signed the African Risk Capacity Establishment Agreement to form the Conference of the Parties, representing a transformative moment in African ownership to manage natural disaster risk more effectively.**

Specifically, African Risk Capacity addresses the following Sustainable Development Goals (SDGs): SDG 1, by protecting the poor from natural disasters, thereby helping to impede the poverty cycle, and contributing to policy dialogue and transformation by encouraging better risk management and supporting poverty alleviation efforts; SGD 2, by enabling a timely response following an extreme natural disaster to protect people against food insecurity before it reaches a critical level; SDG 13, by providing an objective measure of climate change and channelling financing from the private sector to member States for climate adaptation; and SDG 17, by building strategic partnerships with international institutions, government actors and the private sector and by recognizing that sustainable solutions are dependent on such partnerships.

Countries that choose to join the African Risk Capacity risk pool must enter into a memorandum of understanding with the agency, which governs participation in the capacity-building programme. Countries that have received insurance payouts make

<sup>1</sup> <http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/0,,contentMDK:23199689~pagePK:146736~piPK:146830~theSitePK:258644,00.html>



presentations on how payout implementation works during the annual Conference of the Parties and the Governing Boards of both the African Risk Capacity agency and the African Risk Capacity Insurance Company Ltd.

African Risk Capacity focuses on working in a sustainable manner to develop national capacities, thereby reducing the reliance on a large agency secretariat, creating national ownership and lowering operational costs. It adopts the following approach: (a) initial country engagement, to conduct scoping missions to understand country context and ensure integration and national ownership; (b) in-country working groups, to ensure that each member State is able to meet the requirements for joining the risk pool; (c) contingency plans, to design operations plans to demonstrate how a country would quickly and proactively implement drought response activities in the event of an extreme drought; and (d) insurance payouts: a country is required to submit a final implementation plan describing the activities that it will undertake with the insurance proceeds before it can receive its insurance payout.

African Risk Capacity has an innovative public-private partnership structure made up of an international organization that provides government services and a nationally regulated company that conducts financial operations. African Risk Capacity operationalizes pan-Africanism through a ground-breaking financial instrument, taking a major step towards transforming the disaster-response paradigm on the continent and pioneering a move towards African ownership.

In the first year of operation of African Risk Capacity, Kenya, Mauritania, Niger and Senegal purchased \$129 million in drought insurance coverage from African Risk Capacity Ltd at a total of \$17 million in premium costs paid by those Governments. Following a poor agricultural season in the Sahel, by February 2015, Mauritania, Niger and Senegal had received payouts from African Risk Capacity Ltd totalling over \$26 million,

which enabled them to deliver timely assistance to 1.3 million people and over half a million livestock. This intervention averted a situation that could have forced millions of families to sell off hard-won household assets, take children out of school, migrate, or simply accept that their herds had perished, pushing them further into chronic food insecurity. In May 2015, African Risk Capacity added the Gambia, Malawi and Mali. Each secured drought coverage for the 2015/2016 policy year, making the total insurance coverage for 2015/2016 \$178 million, with a corresponding premium of \$24.7 million. Support in the form of returnable risk capital to African Risk Capacity Ltd of approximately \$90 million – provided equally by the KfW Development Bank on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and the United Kingdom Department for International Development – demonstrated proof of concept. With requests from African Governments to access coverage for additional perils through African Risk Capacity Ltd, the agency is now expanding its products from drought to cover flood and tropical cyclone risks across the continent.

African Risk Capacity provides member States with a package of support that guarantees a holistic approach to capacity-building, addressing areas that require development. In addition, it is developing a strategy to become a self-financing group. Through the growth of African Risk Capacity Ltd, the agency, as broker and client manager of the company, can develop a financial strategy together with the company to support its operational costs through an allocation of a percentage of the company's capital. The agency model is replicable in other parts of the world, particularly in areas where there is already a functioning entity for regional cooperation.

**Contact:**

Ms. Ekhosuehi Iyehen, Director of Policy and Technical Services

[ekhosuehi.iyehen@africanriskcapacity.org](mailto:ekhosuehi.iyehen@africanriskcapacity.org)

Ms. Erica Hovanibue, Legal Officer, ARC

[erica.hovanibue@wfp.org](mailto:erica.hovanibue@wfp.org)

**Project name:** African Risk Capacity

**Countries/territory:** Benin, Burkina Faso, Burundi, Central African Republic, Chad, Comoros, Côte d'Ivoire, Djibouti, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Liberia, Libya, Madagascar, Malawi, Mali, Mauritania, Mozambique, Niger, Nigeria, Rwanda, Sahrawi Arab Democratic Republic, Sao Tome and Principe, Senegal, Sierra Leone, Togo, Zambia, Zimbabwe

**Sustainable Development Goal targets:** 1.a, 1.5, 2.4, 13.a, 13.1, 13.2, 13.3, 17.3, 17.9, 17.16, 17.17

**Supported by:** African Risk Capacity Ltd, United Kingdom Department for International Development, KfW Development Bank

**Implementing entity:** African Risk Capacity

**Project status:** Ongoing

**Project period:** 2012 to present

**URL of the practice:** <http://www.africanriskcapacity.org/>



# Caribbean Risk Management Initiative

Integrated risk management at the local level strengthens the Caribbean region's ability to deal with disasters and protect development gains

## Challenge

With a population of 36 million, the Caribbean region is home to a diverse array of languages and cultures, islands large and small, major coastal cities and small mountain villages. Small island developing States in the Caribbean and elsewhere have far higher levels of relative risk than many other regions. The topography, tectonic setting and location make the Caribbean region highly prone to natural hazards such as tropical cyclones, floods, volcanic and seismic activities, droughts and forest fires in addition to industrial accidents and epidemiological threats. With the likelihood that climate change will exacerbate the frequency and intensity of the yearly natural hazards, comprehensive measures are needed to protect at-risk communities.

## Towards a Solution

In response to such risks, the Government of Cuba came together with UNDP and the Caribbean Risk Management Initiative in 2005 to develop the Risk Reduction Management Centres, a model of local risk reduction management. This model serves as an instrument to ensure that disaster management and development practices in any given territory are informed by an analysis of risk and vulnerability. The centre supports isolated and remote communities, which may not have access to information, so that they can prepare for potential threats. Communities are provided with equipment and training to identify, reduce and communicate risk as well as to take effective protective measures. The Government of Cuba has established a total of eight provincial and 84 municipal centres, linked to 310 communities. Since the model's establishment, the centres have helped communities to reduce significantly the impact of hurricanes by facilitating community awareness and preparedness.

**Owing to its success in Cuba, the model of the centre has generated widespread interest from the British Virgin Islands, the Dominican Republic, Guyana, Jamaica, and Trinidad and Tobago, which face similar challenges.** Cuba, in collaboration with UNDP and the Caribbean Risk Management Initiative, worked with these countries and territory to adapt the model to their respective national/territorial contexts, strengthening risk reduction practices. The transfer of knowledge and practices from Cuba to the pilot countries has employed various mechanisms such as building local capacity for risk assessment at the local level, improving coordination at the national level and enhancing community-based early warning systems. Coherency in understanding the model and its application at all levels was crucial for successful implementation since each level has a specific and distinct role to play. The long-term aim of this South-South cooperation initiative is to strengthen local disaster management systems so that disaster risk and recovery are better integrated into disaster management planning and territorial development.



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The initiative has proved successful and adaptable in all participating countries while taking into consideration their local contexts. In Jamaica, early warning points were established in two locations: Old Harbor and Linstead. In addition, a central activity of the Jamaican pilot was the development of the Disaster Risk Information Platform in St. Catherine Parish. The user-friendly platform enables improved management of disaster risk information to be used to further community planning, development and disaster risk reduction efforts. In the Dominican Republic, national counterparts developed an emergency plan, a contingency plan for floods and an action plan for disaster risk reduction in community development. In Guyana, an awareness workshop was held with stakeholders from various agencies in which pilot sites were identified to establish Risk Reduction Management Centres. In the British Virgin Islands, the Anegada Zonal Disaster Management Team was established. The team's role is to roll out the disaster risk reduction programme for the island, coordinate regular general meetings and ensure close collaboration with the district officer responsible for Anegada.

The Risk Reduction Management Centre model is innovative in that it serves as a local administrative body to assist local governments in analysing risk and making risk-informed development decisions. Each Risk Reduction Management Centre is comprised of a small professional team that manages an information

hub at the local level. The centres collect, analyse, compile and coordinate risk and disaster information in order to inform decision-making by local authorities. In addition, each centre facilitates the flow of information to and from communities, decision makers, national emergency/disaster authorities and key sector-specific actors.

In order to ensure the replicability of this initiative, it is recommended that the following key steps be taken into consideration. The first is to understand both demand and supply. On the demand side, the need should be well articulated and aligned with development priorities. On the supply side, the experience must be sufficiently documented. The tools, methodologies and capacities of the provider country should be evaluated in order to ensure that the experience can be transferred. The second step is to adapt the model to another context, based on an understanding of the existing demand and capacity. The technical tools, training and assistance should be tailored to specific needs; mechanisms and processes can then be adapted in the partner country. Finally, documenting South-South experiences is an effective vehicle for development of participating countries.

**Contact:**

Ms. Jacinda Fairholm  
Programme Specialist, UNDP Regional Hub, Panama  
[jacinda.fairholm@undp.org](mailto:jacinda.fairholm@undp.org)

**Project name:** Caribbean Risk Management Initiative: Risk Reduction Management Centres  
**Countries/territory:** Cuba, Dominican Republic, Guyana, Jamaica, Trinidad and Tobago, British Virgin Islands  
**Sustainable Development Goal targets:** 11.b, 13.1  
**Supported by:** UNDP  
**Implementing entity:** UNDP  
**Project status:** Completed  
**Project period:** 2011-2015  
**URL of the practice:** [http://www.latinamerica.undp.org/content/rblac/en/home/library/crisis\\_prevention\\_and\\_recovery/compartiendo-experiencias--cooperacion-sur-sur-para-la-reduccion.html](http://www.latinamerica.undp.org/content/rblac/en/home/library/crisis_prevention_and_recovery/compartiendo-experiencias--cooperacion-sur-sur-para-la-reduccion.html)  
<http://www.undp.org/content/undp/en/home/presscenter/articles/2015/02/25/a-cuban-model-for-a-resilient-caribbean/>  
**Related resources:** <https://www.youtube.com/user/crmiundp>



## Benguela Current Commission

By joining forces, three African countries are better able to ensure the long-term environmental sustainability of the large marine ecosystem

### Challenge

The Benguela Current Large Marine Ecosystem stretches northwards in the Atlantic Ocean from South Africa along the entire coastline of Namibia into Angola. It is one of the richest ecosystems on earth, with fish stocks and other goods and services worth an estimated \$54.3 billion annually. Today, however, human activities – oil and gas exploration, diamond mining, marine transport and fishing – are endangering this natural habitat on which vast marine life depends.<sup>1</sup>

### Towards a Solution

To remedy this challenge, government leaders from Angola, Namibia and South Africa have jointly established the transboundary Benguela Current Commission, which aims to improve the management of the ecosystem. The Commission promotes a coordinated regional approach to the long-term conservation, protection, rehabilitation, enhancement and sustainable use of the Benguela Current Large Marine Ecosystem to provide economic, environmental and social benefits to participating countries without damaging the environment. It is considered an outstanding model of South-South cooperation that benefits countries throughout the region.

The Commission applies the large marine ecosystem approach to ocean governance, guided by explicit goals, executed through regionally agreed policies, protocols and practices, and made adaptable through research and monitoring. It does so using the best available understanding of the ecological interactions and processes needed to sustain ecosystem composition, structure and function. The method uses the tried and tested transboundary diagnostic analysis that identifies major transboundary stressors and focuses on positive actions to offset threats to the ocean in order to recover depleted fish populations, restore degraded habitats and reduce coastal pollution.

Although still in its early stages, the actions of the Commission have led to analyses and the creation of a strategic action programme and a regional scientific advisory body, which together provide a shared vision for action to protect participating countries' economic and community interests in the Benguela Current.

**As a result, the countries have committed more than \$18 million to the action plan, including staff, laboratories, equipment and the use of research vessels.**

The Commission has also set up a regional support structure that features a regional network (connected to a global network) to share experiences, skills, knowledge and good practices that are changing the way in which participating countries develop and manage their common marine ecosystem.



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<sup>1</sup> <https://www.thegef.org/gef/node/11345>

Sustainability is built into the Commission's legally binding convention and its strategic action programme, with a strong capacity-building component for stakeholders and governments. Other regions and countries have already picked up on the Benguela example, such as the Humboldt Current Large Marine Ecosystem Project, the African large marine ecosystem projects (for the Canary, Guinea, Agulhas and Somali currents), the fisheries refugia in the South China Sea,

and the Global Ballast (GloBallast) Water Management Programme. The replication of the model hinges on close cooperation and the funding of participating countries.

**Contact:**

Dr. Hashali Hamukuaya  
Executive Secretary, Benguela Current Commission  
[hashali@benguelacc.org](mailto:hashali@benguelacc.org)



**Project name:** Benguela Current Commission  
**Countries:** Angola, Namibia, South Africa  
**Sustainable Development Goal targets:** 14.1, 14.2, 14.4  
**Supported by:** Global Environment Facility (GEF), UNDP  
**Implementing entities:** Benguela Current Commission and participating countries  
**Project status:** Ongoing  
**Project period:** 2013 to present  
**URL of the practice:** [www.benguelacc.org](http://www.benguelacc.org)

# Programme of South-South Cooperation for Sustainable Development between Benin, Bhutan and Costa Rica

Reciprocal projects among selected countries generate results that empower local communities and influence national policies

## Challenge

There is little doubt that countries across the globe face similar development challenges whether they are based on geography, demographics, language, culture or other connections. Many people, however, remain sceptical of the benefits that Southern countries can gain from collaboration among themselves. They mention overhead and management costs, lack of resources, limited funding, absence of political commitment or the improbability of vastly different Southern countries on different continents actually being successful in a Southern-owned initiative.<sup>1</sup>

## Towards a Solution

Between 2007 and 2012, Costa Rica, Benin and Bhutan created and implemented the Programme of South-South Cooperation for Sustainable Development that focused on reciprocal projects of common interest and mutual benefit. Its success demonstrates the real potential of South-South cooperation. Building on a \$13.2 million grant from the Netherlands, the partners focused on four components of sustainable development: economic development, social development, environmental protection and gender equality. The programme aimed to develop projects that would generate knowledge and empower stakeholders, including national governments, civil society, and the academic and private sectors. It also sought to contribute to sustainable development and poverty reduction in partner countries by taking into account environmental, economic and cultural dynamics.

The programme had 36 projects that promoted the exchange of knowledge and experiences among countries, communities and beneficiaries. For example, experts of the National Mushroom Centre of Bhutan provided technical support and monitored the progress of mushroom microenterprises in Costa Rica. Experts at the University of Costa Rica in turn shared skills in marketing mushrooms and mushroom products while the country's National Biodiversity Institute gave technical assistance to Bhutan on how to turn traditional knowledge into scientific knowledge (and develop a biodiversity information system). Farmers from Benin learned from their Costa Rican counterparts how to grow organic pineapples three times larger and to market them. Benin ensured local community involvement in the project, in particular women. The joint efforts of farmers and experts in both countries benefited small-scale producers in Costa Rica and Benin.

Each of the activities emphasized mutual needs and interests, reciprocity, equality between members and participation not only of government but also of civil society, academia and the private sector. Replication to achieve success depends on a specific methodological approach:

<sup>1</sup> <http://www.uncsd2012.org/index.php?page=view&type=1002&nr=181&menu=36>

15 LIFE ON LAND



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- Policy consultation and dialogue between partner-country stakeholders: the main thematic areas, strategic approaches to thematic areas, and preliminary ideas for projects emerged from regular consultations, usually a series of workshops. In addition to stakeholder meetings, they also held videoconferences and electronic conferences (via e-mail);
- A participative open call for proposals: through an open call for proposals, 36 reciprocal projects were selected for implementation at the local level. Once a year, a call for proposals was issued for projects from local communities;
- Promotion of exchanges of knowledge and experience among projects: reciprocal projects, guidelines, workshops, feedback seminars, and training workshops between Benin, Bhutan and Costa Rica were systematized;
- Management arrangements among countries: the nucleus of the programme was formed by the national mechanisms designated by the Governments of Benin, Bhutan and Costa Rica, which were responsible for the programme's daily management in their respective countries. Each national mechanism had its own administrative implementation budget. Overall administration was the responsibility of the secretariat, whose main roles included implementing management board decisions, monitoring progress, administering funds, preparing and storing official documents (multi-year

plans, annual reports, annual audits), and promoting programme results and impact. At the top, the Joint Committee, comprised of high-level government and civil society representatives from each partner country, provided political support and policy direction to enhance implementation, viability, sustainability and, eventually, the enlargement of the South-South partnership and concept; and

- Triangular cooperation: the Embassy of the Netherlands in Costa Rica was kept informed of programme activities and decisions and was free to offer suggestions or express reservations at any point in the process. The Embassy received financial and technical reports and was often consulted by the programme's staff in Costa Rica.

The value of allowing the Southern partners to take ownership was reflected in the impressive results achieved. The programme involved over 180 organizations, and more than 200 community-based organizations benefited. It recognized that the participation of local and community organizations ensured project continuation in the medium and long terms by creating a strong sense of ownership among the stakeholders.

**Contact:**

Ms. Marianella Feoli, Executive Director,  
Fundecooperación para el Desarrollo Sostenible  
[gerencia@fundecooperacion.org](mailto:gerencia@fundecooperacion.org)

**Project name:** Programme of South-South Cooperation for Sustainable Development between Benin, Bhutan and Costa Rica

**Countries:** Benin, Bhutan, Costa Rica

**Sustainable Development Goal targets:** 5.a, 5.b, 5.c, 5.5, 7.a, 7.b, 12.a, 12.2, 12.8, 13.b, 13.1, 13.3, 15.a, 15.1, 15.4, 15.9, 17.14, 17.15, 17.17, 17.18

**Supported by:** Netherlands

**Implementing entities:**

Benin: Centre de partenariat et d'expertise pour le développement durable

Bhutan: Sustainable Development Secretariat

Costa Rica: Fundecooperación para el Desarrollo Sostenible (FUNDECOOPERACIÓN) (the Programme secretariat)

**Project status:** Completed

**Project period:** 2007 to 2012

**URL of the practice:** <http://www.southsouthcooperation.net>

**Related resources:** <http://www.stakeholderforum.org/fileadmin/files/BENINBHUTANCSOTARICA.pdf>



# Promotion of Sustainable Social Forestry in Sub-Saharan Africa

The Kenyan Farm Forestry Field School Approach ensures greater production, higher incomes and better livelihoods while protecting the environment

## Challenge

Climate change has had a devastating effect on Africa's forests. Today, the continent's forest coverage has significantly diminished and land productivity has slowed as a result. While climate change is the main culprit, people's heavy dependence on firewood and charcoal for energy at home has also played a big role. To make matters worse, the more frequent and severe droughts of recent years have compounded the land degradation of the continent.

## Towards a Solution

Since the 1980s, the Kenya Forestry Research Institute, the Kenya Forest Service and the Japan International Cooperation Agency (JICA) have worked together to promote a social forestry approach in Kenya that meets local communities' economic and forestry conservation needs. They have developed an effective and innovative social forestry and extension model known as the Farm Forestry Field School Approach. Based on Kenya's successful experience, since 1996, the three partners have engaged in triangular cooperation to expand this initiative to all of sub-Saharan Africa with the aim of helping other sub-Saharan African countries to establish an effective approach to forest conservation and sustainable rural development.

The Farm Forestry Field School Approach is based on: (a) a social forestry model suited to the semi-arid areas of sub-Saharan Africa; and (b) cost-effective extension methods that the Kenya Forestry Research Institute, the Kenya Forest Service and JICA jointly developed. Its effectiveness lies in its social forestry extension methodology, which is based on the farmer field school model initially developed by the Food and Agriculture Organization of the United Nations (FAO) as an agricultural extension methodology. Its purpose is to build farmers' capacity to analyse their production systems, identify problems, test solutions and encourage participants to adopt practices suitable to their farming systems. The Farm Forestry Field School Approach also provides farmers with the opportunity to practice, test and evaluate sustainable land use technologies and introduce new ones, comparing them to their traditionally and culturally grounded technologies. Training programmes were organized in other sub-Saharan African countries that face similar problems.

A systematic, quantitative survey of the initiative's impact has yet to take place. Interviews with Kenyan farmers, however, have revealed that training and follow-up practices have led to increased numbers of seedlings and trees planted and higher incomes. Furthermore, the interviews showed that the Farm Forestry Field School Approach has had a social impact on participant farmers, especially women, and on



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farmers' groups in targeted communities. Graduates from the Farm Forestry Field School stated that farmers, including female farmers, who were previously afraid to speak in public now have the confidence to express their views and improve their livelihoods. The training also helped many farmers to better manage their activity resources.

The initiative's innovation is twofold. Its social forestry model is made up of several innovative elements, including a cost-sharing system, a seed/seedling plan information system, a farmer-to-farmer extension method and a core farmer selecting method. These self-sustaining elements, which are built into the model, have enhanced farmers' resilience to drought, conserved the environment and decreased poverty. Its extension method integrating the tried-and-tested farmer field school model with Kenyan social forestry, has enabled the Kenya Forestry Research Institute and the Kenya Forest Service to widely disseminate their experiences to local people and share their knowledge with other African countries as a good practice.

In the Kenyan experience, the key to sustaining the Farm Forestry Field School Approach is government political commitment. The Government of Kenya considers forest conservation a priority and the Farm Forestry Field School Approach its core extension approach. More importantly, the Farm Forestry Field School Approach is inherently sustainable: it contributes to environmental protection and to poverty reduction. Individual farmers and farmers' groups continue to produce seedlings and to plant trees by applying the sustainable social forestry approach. Through these activities, farmers have deepened their awareness of methods to improve their livelihoods, a key factor for sustainability.

The Farm Forestry Field School Approach is highly replicable in similar development settings. Kenya

has mainstreamed the initiative into its forestry extension approach, which was then adopted by FAO, UNDP and the World Bank for their own projects. The model in turn has expanded outside Kenya: to JICA's forestry management project in Ethiopia, its rural development project in Niger, and its Green Zone Development Support Project supported by the African Development Bank in Kenya, for example. In addition, the Kenya Forest Service and JICA, with FAO support, have developed the Farm Forestry Field School Implementation Guide for governments and donors interested in the approach. The Kenya Forest Service and JICA have also developed the Facilitator Training Tool for Forestry Field School Session Quality Control, a multimedia learning guide.

The initiative's stakeholders include: (a) the Kenya Forestry Research Institute, the Kenya Forest Service, and Kenyan national institutions under the Ministry of Environment and Natural Resources, which together serve as a centre of excellence committed to sharing their knowledge and experience with other African countries; (b) officials and experts of the forestry sector in 20 countries of sub-Saharan African, who are the direct beneficiaries through whom many farmers and stakeholders have gained practical knowledge and methodologies on sustainable social forestry; (c) JICA, which facilitated the Institute's knowledge-sharing with other African countries, providing financial, technical and logistical support; and (d) FAO, which supported the Kenya Forest Service and JICA in developing an implementation guide for social forestry methods.

**Contact:**

Office for Global Issues and Development Partnership Operations Strategy Department, JICA  
[pdgdp@jica.go.jp](mailto:pdgdp@jica.go.jp)

**Project name:** Promotion of Sustainable Social Forestry in Sub-Saharan Africa

**Countries:** Kenya and about 20 countries in sub-Saharan Africa

**Sustainable Development Goal targets:** 15.1, 15.2, 15.3

**Supported by:** Japan International Cooperation Agency (JICA)

**Implementing entities:** Kenya Forestry Research Institute, Kenya Forest Service

**Project status:** Ongoing

**Project period:** 1996 to present

**URL of the practice:** Internal Ex-Post Evaluation for Technical Cooperation Projects by JICA. Available from [http://www2.jica.go.jp/en/evaluation/pdf/2011\\_0604735\\_4.pdf](http://www2.jica.go.jp/en/evaluation/pdf/2011_0604735_4.pdf)

**Related resources:** Farmer Field School Implementation Guide: Farm Forestry and Livelihoods Development; Facilitator training tool for forest field school session quality control (brochure); Multimedia learning guide.

# Triangular Cooperation between Costa Rica, Morocco and Germany for the Sustainable Management and Use of Forests, Protected Areas and Watersheds

Costa Rica, Morocco and Germany share knowledge on conserving forest ecosystems, addressing water scarcity and drought, and combating desertification

## Challenge

Climate change is forcing many countries to struggle with desertification, forest fires and the unsustainable use of terrestrial ecosystems. Since the mid-1990s, the Government of Costa Rica has sought solutions that enable it to improve its watershed management practices and prevent and fight forest fires. Morocco meanwhile has long-standing expertise in this field and, for its part, is interested in harnessing Costa Rica's world-famous experience in exploiting the socioeconomic potential of its national parks and protected areas as well as its experience in handling payments for forest environmental services.<sup>1</sup>

## Towards a Solution

In 2013, Costa Rica, Morocco and Germany launched a cooperation project to strengthen the sustainable management and use of forests, protected areas and watersheds. The project responds to the needs of each country through knowledge-sharing on topics in which the partner country has expertise. For example, in the last 20 years, Costa Rica has made a great deal of progress in environmental protection and the sustainable management and use of natural resources. It has thus shared its knowledge and experience in the conservation of forest ecosystems and ecotourism with Morocco. Morocco in turn has shared with Costa Rica its experience and knowledge in addressing water scarcity and drought and in combating desertification as well as its highly efficient techniques for watershed area management. The two countries organized training sessions. With Moroccan support, Costa Rica is now creating software that enables it to use static and dynamic risk maps of forest fires for the Costa Rican pilot region of Guanacaste. Meanwhile, Morocco is planning to implement a national strategy on protected areas to preserve natural and cultural heritage as part of a vision of sustainable development, an area for which the Costa Rican experience will be of great interest. Germany has been an active partner in the implementation of the project, including through planning, organization of technical exchanges, capacity development and funding.

The key methodological approach of this partnership includes:

- Exchange and knowledge-sharing activities during implementation: workshops, field trips and training (17 visits guided by the institutional focal points in Costa Rica and Morocco) were conducted involving 86 representatives of ministries, administrations, private enterprises and non-governmental organizations of both countries. Technicians travelled to the other partner country to support the implementation of pilot projects, using support through e-mail, Skype and other

<sup>1</sup> <https://www.giz.de/en/worldwide/28717.html>

15 LIFE ON LAND



13 CLIMATE ACTION



17 PARTNERSHIPS FOR THE GOALS



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technological resources. Regular communication was promoted among focal points and beneficiaries to attain a successful result that responded to the needs and realities of each country;

- Application of knowledge in the field is also essential: Pilots projects are implemented in each country in light of the other country's successful actions;
- Active participation of beneficiaries beginning at the conceptualization phase: In order to respond to the project's aims, the active participation of beneficiaries from the outset was a key factor in validating the process of knowledge-sharing and in identifying the needs of each country in specific thematic areas; and
- South-South cooperation replication: Experiences of this cooperation were shared with other Arab States and North African countries and cooperation partners.

The approach adopted is based on a mutual learning process, the integration of ongoing national actions and the implementation of new pilot actions in the main thematic areas of mutual interest and benefit to the two countries. This approach has ensured strong national ownership and commitment, which will significantly increase project sustainability.

The project was implemented with financial contributions from the three countries and the active participation of national organizations. Germany supported the implementation of the project in both countries, with funding from the German Ministry for Economic Cooperation and Development (BMZ)

Fondo Regional para la Cooperación Triangular en América Latina y el Caribe and management by colleagues of the German Agency for International Development (GIZ) based in Rabat and working on the BMZ-supported Silva Mediterranea-Collaborative Partnership on Mediterranean Forests (CPMF). In Costa Rica, the Fundecooperación para el Desarrollo Sostenible was the focal point in alliance with the Ministry of Environment and Energy, supported by or in cooperation with relevant institutions and organizations such as the National System of Conservation Areas (SINAC), the National Forestry Financing Fund (FONAFIFO), the Costa Rica Tourism Board (ICT), the Advisory Commission on Land Degradation (CADDETI) and the Foundation for the Development of the Central Volcanic Range (FUNDECOR). In Morocco, the High Commission on Water, Forests and Combating Desertification was the focal point, supported by or in cooperation with relevant institutions and organizations active in the field of sustainable forest management and the sustainable use of forest goods and services in the context of climate change.

**Contact:**

Ms. Marianella Feoli, Executive Director  
Fundecooperación para el Desarrollo Sostenible  
[gerencia@fundecooperacion.org](mailto:gerencia@fundecooperacion.org)

Mr. Abderrahim Houmy, High Commission on Water, Forests and Combating Desertification  
[houmi@eauxetforets.gv.ma](mailto:houmi@eauxetforets.gv.ma)

Mr. R. Alexander Kastl, GIZ  
[Alexander.Kastl@gmx.net](mailto:Alexander.Kastl@gmx.net)

**Project name:** Triangular Cooperation Project between Costa Rica, Morocco and Germany to Improve the Sustainable Management and Use of Forests, Protected Areas and Watersheds in the Context of Climate Change

**Countries:** Costa Rica, Germany, Morocco

**Sustainable Development Goal targets:** 13.b, 13.1, 13.2, 13.3, 15.a, 15.b, 15.1, 15.2, 15.3, 15.4, 15.5, 15.9, 17.9, 17.16, 17.17

**Supported by:** Costa Rica, Germany, Morocco

**Implementing entities:**

Costa Rica: Fundecooperación para el Desarrollo Sostenible, the Ministry of Environment and Energy, relevant institutions and organizations

Morocco: High Commission on Water, Forests and Combating Desertification, relevant institutions and organizations  
Germany: GIZ

**Project status:** Ongoing

**Project period:** 2013 to 2016

**URL of the practice:** <https://www.giz.de/en/worldwide/28717.html>



# Regional Hub of Civil Service in Astana

## Strengthening civil service capacity and effectiveness through a Southern-led centre of excellence

### Challenge

Recent development trends show that in order for civil service to contribute to the achievement of national development objectives, new skills, responsibilities and systems are needed that transform it into a civil service that promotes the public-interest functions effectively and fairly in the exercise of public authority, delivers public services efficiently and gains the public's confidence.

After gaining independence, many countries in the Commonwealth of Independent States region embarked on institutional and civil service reforms. There was a growing recognition in the region that learning from neighbouring countries was an important channel, given the many development similarities, including challenges to be faced. However, the region's existing models of civil service vary significantly, especially on issues relating to legislative regulations of civil service management, the mechanisms for the selection and career development of civil servants, and the presence of authorized bodies. The region's experience in the last decade has shown that successful reform of the civil service requires not only specific national legislation and public debate but also strong capacity development to implement reforms, extensive knowledge management, and experience exchange with countries in similar situations through the creation of hubs of excellence.

### Towards a Solution

Between 2013 and 2017, the Government of Kazakhstan is collaborating with UNDP on the Southern-led centre of excellence known as the Regional Hub of Civil Service in Astana. The Hub was established to (a) serve as a multilateral institutional platform for continuous exchange of experience and knowledge in the field of civil service development; (b) stimulate civil service transformations through capacity development; and (c) produce innovative approaches through evidence-based solutions informed by a comprehensive research and policy agenda. **Hub membership has grown from an initial 25 participating countries to 34. Its expanding geographical range from the Europe and the Commonwealth of Independent States region, the Caucasus and Central Asia region and the North America region to the countries of the Association of Southeast Asian Nations shows that civil service reform is a constant and universal need.**

Since its inception in March 2013, the Hub has championed the exchange of civil service experience through joint initiatives, peer learning, capacity development events, research and knowledge products across its participating countries. It has also promoted regional as well as interregional cooperation on civil service system reforms. The Hub has provided participating countries with a platform for seeking common solutions and sharing their own practices and ideas. It also has strengthened ties among the national civil service agencies at the institutional level. For example, the



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Ministry of Information Society and Administration of the former Yugoslav Republic of Macedonia is studying the model of the Academy of Public Administration of Kazakhstan as part of a process to establish its own public administration academy. Similarly, the civil service commissions of Azerbaijan, Belarus and Kyrgyzstan have drawn inferences from laws and by-laws of Georgia and Kazakhstan on civil service when drafting their own legislation.

The Hub also invests in innovative approaches. For example, with substantial support from UNDP, the Hub launched the Innovative Solutions Scheme aimed at supporting initiatives for the modernization of public administration and encouraging innovation and creativity in public institutions. The purpose of the scheme is to recognize effective innovative solutions in civil service and encourage more effective civil service systems and more efficient public service delivery. The scheme helps to improve countries' competitive advantage and create a knowledge management framework, which will help governments to establish networks, increase awareness and information-sharing, develop learning tools, promote capacity-building and foster policy development. It functions as a multistage mechanism that enables the identification of successful innovative solutions in public administration.

In order to ensure the sustainability of such an initiative, the following conditions must be met: effective

communication with all national and international stakeholders; a sustained demand-driven agenda; facilitation of dialogue without politicization; an effective resource mobilization strategy; innovative capacity development and research modules; and a sustained sense of ownership and involvement of the participating countries. In this regard, the Steering Committee and the Advisory Board, which include representatives and experts from different regions, play an important role.

In 2014, the Government of Kazakhstan signed an agreement with UNDP to provide institutional and financial support to the Hub, with Kazakhstan allocating \$14 million until 2017. The Hub enjoys close and fruitful cooperation with the UNDP Global Centre for Public Service Excellence, the Organization for Economic Cooperation and Development, the UNDP Istanbul Regional Hub, the United Nations Public Administration Network and the American and Asian Societies for Public Administration, to name a few.

**Contact:**

Mr. Yernar Zharkeshov, Portfolio Manager/Team Leader of the Regional Hub of Civil Service in Astana  
[yernar.zharkeshov@undp.org](mailto:yernar.zharkeshov@undp.org)  
Mr. Murat Narkulov, Programme Associate, Governance and Local Development Unit, UNDP country office in Kazakhstan  
[murat.narkulov@undp.org](mailto:murat.narkulov@undp.org)

**Project name:** Institutional Support to the Regional Hub of Civil Service in Astana  
**Countries:** Kazakhstan-led centre of excellence with 32 participating countries  
**Sustainable Development Goal targets:** 16.a, 16.5, 16.6, 16.7, 16.9, 17.9, 17.16, 17.17  
**Supported by:** Government of Kazakhstan, UNDP  
**Implementing entity:** UNDP  
**Project status:** Ongoing  
**Project period:** 2014-2017  
**URL of the practice:** <http://www.regionalhub.org/>  
**Related resources:** Hub e-journal: International Journal for Civil Service Reform and Practice.  
Case study of anti-corruption drive in Georgia.  
Joint Hub-UNDP Global Centre for Public Service Excellence paper on meritocracy  
Summary report of the workshop on developing research capacities.



# Regional Initiative for Civil Service Capacity Enhancement in South Sudan

Strengthening civil service capacity and effectiveness through a Southern-led centre of excellence

## Challenge

South Sudan is the youngest country in the world. Following independence on 9 July 2011, there was widespread understanding that the country's stability and security were of prime importance. South Sudanese people were living in some of the world's worst human development conditions and they demanded a state capable of delivering security and basic services. The functioning of the South Sudanese State depended on the emergence of a relatively viable State apparatus staffed by civil servants capable of and willing to provide governance and to deliver services to the population – an extraordinarily scarce resource after decades of devastating conflict. Building and strengthening state institutions remained a top priority not only for the country but for the entire region.<sup>1</sup>

## Towards a Solution

Between 2011 and 2015, the Regional Initiative for Civil Service Capacity Enhancement in South Sudan, established by the Intergovernmental Authority on Development (IGAD) and the Government of South Sudan, tackled this challenge. The Initiative built on existing bilateral agreements while IGAD provided the project's political framework and regional legitimacy. **Under the Initiative in the first phase of the project, which ended on 30 September 2013, three neighbouring countries – Ethiopia, Kenya and Uganda – seconded to South Sudan 200 civil servants in key functions identified by the Government of South Sudan. Kenya deployed 80, Ethiopia 60 and Uganda 60 personnel.** These deployments served as a capacity boost towards developing local capacity through 'before and after twinning' before and with South Sudanese counterparts in peer-to-peer coaching partnerships. The deployed civil servants remained on their sending countries' payroll throughout the project, making these individual contributions among the largest of any South-South assistance for post-conflict State-building to date. Norway funded civil servants' technical allowances and the costs of project support and management.

The IGAD Initiative is an example of triangular-organized, donor-supported South-South cooperation in coaching and mentoring for civil service capacity. The model has been gradually promoted for fragile states, with the growing understanding that involving neighbouring countries is the most suitable approach to capacity development since they can benefit from their cultural and linguistic affinity, and knowledge of local and regional conditions. Furthermore, compared to traditional technical assistance, the Initiative provides a cost-effective model with an average price tag of around \$50,000 per civil service support officer per year, including all project costs.



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<sup>1</sup> <https://info.undp.org/docs/pdc/Documents/SSD/IGAD%20Phase%20I%20Project%20Document.pdf>

The project's first phase provided technical support for institutional strengthening through the formulation of legal, regulatory and policy frameworks, including regulation of conduct of business enacted by the National Legislative Assembly. In addition, the project helped to harmonize and develop sectoral policies in support of the Ministry of Education, Science and Technology, the Ministry of Housing and Physical Planning, the Ministry of Labour, Public Service and Human Resource Development, the Ministry of Agriculture, Forestry, Cooperative and Rural Development, the Ministry of Livestock and Animal Resources and the Ministry of Interior. A second phase of the programme was implemented in October 2013 and will continue to December 2018, based on the same triangular cooperation model.

In order for this initiative to be sustainable, the project ensured coordination between the Ministry of Labour, Public Service and Human Resource Development and the receiving institutions and ministries. The creation of forums for direct and regular consultation with all levels of government, enhanced communication and engagement in project implementation, monitoring and evaluation. Flexibility is also necessary to optimize results on capacity development. Furthermore, to strengthen the recruitment process of civil service support officers in IGAD countries, South Sudan was

involved at all recruitment phases in order to identify the skills and experiences that it needed. Finally, policy measures for crisis response were also crucial to address unforeseen insecurity incidents, which could cause delay in the deployment of civil service support officers. Replication of this initiative in other post-conflict countries would need to take into account similar issues and challenges.

The Initiative complements the UNDP Rapid Capacity Placement Initiative, which placed United Nations Volunteers at the state level, and other interventions supported by the United States Agency for International Development, the German Agency for International Development (GIZ), South Africa, and the Government of Kenya's technical cooperation, among others. IGAD worked closely with these partners to support the establishment of a management services directorate in the Ministry of Labour, Public Service and Human Resource Development. UNDP supported the project as the technical, administrative and management partner for all actors involved.

**Contact:**

Ms. Catherine Waliaula, Project Manager, Support to Public Administration, UNDP South Sudan  
[catherine.waliaula@undp.org](mailto:catherine.waliaula@undp.org)

**Project name:** Regional Initiative for Capacity Enhancement in South Sudan

**Countries:** Ethiopia, Kenya, South Sudan, Uganda

**Sustainable Development Goal target(s):** 16.a, 17.9

**Supported by:** Norway

**Implementing entities:** Intergovernmental Authority on Development, Government of South Sudan, UNDP South Sudan

**Project status:** Completed

**Project period:** Phase I (December 2010 - September 2013), Phase II (October 2013-December 2018)

**URL of the practice:** [http://www.ss.undp.org/content/south\\_sudan/en/home/library/south-sudan--other-reports/igad-mid-term-review.html](http://www.ss.undp.org/content/south_sudan/en/home/library/south-sudan--other-reports/igad-mid-term-review.html)

# Strengthening the Technical and Functional Skills of Supreme Audit Institutions, National Parliaments and Civil Society for the Control of Public Finances in Portuguese-speaking African Countries and Timor-Leste

A partnership to promote economic governance through South-South cooperation

## Challenge

In the past decade, the Portuguese-speaking countries of Angola, Cabo Verde, Guinea-Bissau, Mozambique, Sao Tome and Principe, and Timor-Leste have experienced significant progress in economic governance. Recent public finance management reforms are the main reason for this success. However, weaknesses, including inadequate institutional capacity, skills and human resources, continue to hamper their public administration systems. This situation has undermined effective public finance management, budgetary oversight and control of public resources, which has significant adverse impacts on other governance and development sectors.<sup>1</sup>

## Towards a Solution

Since 2014, the European Development Fund (EDF), National Authorizing Officers (NAO) of Timor-Leste and the African countries using Portuguese as an official language (PALOP), in coordination with the European Union, have had a partnership with UNDP to strengthen good economic governance. The initiative is funded through the 10th EDF Governance Initiative and cooperation between the NAO and the European Union with the aim of bolstering the effectiveness of external political, judicial and civilian controls of public finances in these countries. It does so by strengthening the technical and functional skills of supreme audit institutions, parliaments, parliamentarians, civil society and the media. These beneficiary institutions, in particular supreme audit institutions and parliaments, fulfil an important role in the prevention of corruption and mismanagement of public funds and facilitate a more efficient and effective use of public resources.

The project's multi-country intervention logic, grounded in the principles of mutual benefit, sovereignty, national ownership and equality, creates conditions for participating institutions to develop synergies and dynamics through the exchange of experiences, joint learning and South-South cooperation that involve partners in different countries. The project supports partners' access to good practices and knowledge in the area of external control, legislative oversight and public scrutiny of public funds. While addressing capacity needs in each of the programme countries, the initiative also develops activities tailored to identify and meet the common needs of PALOP.

The project is working to ensure sustainable access to existing databases and information in Portuguese. A platform was set up in collaboration with AGORA, the largest online



<sup>1</sup> [https://info.undp.org/docs/pdc/Documents/CPV/PRO%20PALOP-TL%20SAI-ISC%20-%20PRODOC\\_ANNEX%201%20\(DRAFT%2007\)\\_EN.pdf](https://info.undp.org/docs/pdc/Documents/CPV/PRO%20PALOP-TL%20SAI-ISC%20-%20PRODOC_ANNEX%201%20(DRAFT%2007)_EN.pdf)

platform for parliamentary strengthening in the world, and with the International Organization of Supreme Audit Institutions (INTOSAI) and the Organization of Supreme Audit Institutions of the Community of Portuguese Speaking Countries (OISC/CPLP). In collaboration with the PALOP legal database (<http://www.legis-palop.org/bd/Home.aspx/Plataforma>) and the work of the Community of Portuguese Language Countries Open Budget Initiative, the main benefit is to have a Lusophone branch within the LegisPALOP database and in the AGORA global knowledge management platform for parliamentarians (the PALOP-TL AGORA Portal available from <http://www.agora-parl.org/palop>). The project will contribute to establishing a multi-country civil society organization (CSO) platform for PALOP and Timor-Leste, showcasing lessons learned and progress made by CSOs within the Community of Portuguese Language Countries Open Budget Initiative.

The initiative's innovation is three-fold:

- (a) A shared history of processes, institutional practices, legal frameworks, cultural ties and fraternity that unite the African Portuguese-speaking countries and Timor-Leste;
- (b) Engagement with key beneficiary institutions in the development of the project, which has resulted in the strong ownership of participating countries; and
- (c) Establishment of online platforms anchored in other successful existing global and regional knowledge management and information-sharing platforms, such as AGORA, OISC/CPLP and LegisPALOP.

With two years of implementation still ahead, the project has already directly reached more than 1,300 individuals from the beneficiary institutions, developing their capacities through peer learning, expert advice, and access to know-how and cutting-edge information all of which is helping in delivering relevant outputs and products at the country level.

The initiative's main partners include PALOP as well as Timor-Leste. Institutions in Brazil and Portugal, in particular the Court of Auditors and Parliament, are technical partners in the delivery of relevant actions. Financial and technical support comes from the European Union and UNDP, and the latter is also the implementing partner and the project's implementing entity. The initiative also promotes collaboration and technical coordination with expert organizations such as the World Bank, AGORA, the Inter-Parliamentary Union, the German Agency for International Cooperation (GIZ), the Conseil régional de formation des institutions supérieures de contrôle des finances publiques d'Afrique francophone subsaharienne, the International Budget Partnership, OISC/CPLP, the INTOSAI Development Initiative and the African Organization of English-speaking Supreme Audit Institutions.

#### Contact:

Mr. Ricardo Godinho Gomes, Pro PALOP-TL SAI Manager and Head of the PMU, UNDP Cabo Verde country office  
[ricardo.g.gomes@cv.ao.un.org](mailto:ricardo.g.gomes@cv.ao.un.org)

Mr. Zeferino Teka, Pro PALOP-TL SAI Focal Point, UNDP Angola country office  
[zeferino.teka@undp.org](mailto:zeferino.teka@undp.org)

Mr. Jose Malam Jassi, Pro PALO-TL Focal Point, UNDP Guinea-Bissau country office  
[jose.m.jassi@undp.org](mailto:jose.m.jassi@undp.org)

Ms. Habiba Rodolfo, Pro PALOP-TL SAI Focal Point, UNDP Mozambique country office  
[habiba.rodolfo@undp.org](mailto:habiba.rodolfo@undp.org)

Ms. Milu Aguiar, Pro PALOP-TL SAI Focal Point, UNDP Sao Tome and Principe country office  
[milu.aguiar@undp.org](mailto:milu.aguiar@undp.org)

Mr. Julio Pinto, Pro PALOP-TL SAI Focal Point, UNDP Timor-Leste country office  
[julio.pinto@undp.org](mailto:julio.pinto@undp.org)

**Project name:** Project for Strengthening Technical and Functional Skills of Supreme Audit Institutions, National Parliaments and Civil Society for the Control of Public Finances

**Countries:** Angola, Cabo Verde, Guinea-Bissau, Mozambique, Sao Tome and Principe, Timor-Leste

**Sustainable Development Goal targets:** 16.5 and 16.6

**Supported by:** European Union

**Implementing entity:** UNDP

**Project status:** Ongoing

**Project period:** February 2014 to December 2017

**URL of the practice:** <http://www.propaloptl-sai.org/index.php/en/>

**Related resources:** Pro PALOP-TL ISC Facebook; Twitter; YouTube.



## Knowledge-sharing on Census

The Brazilian initiative helps African countries to bolster their statistical capacities by training civil servants and sharing technology

### Challenge

Not all developing countries have the resources and human capital to conduct a national representative census or high-quality data-gathering on their population. However, a few Southern countries have successful experiences and are well equipped to share and assist other countries to tackle challenges in the implementation of population censuses. In this particular area, knowledge-sharing may lead to a domino effect where one receiving country can then become a provider country.

### Towards a Solution

In 2012, the Brazilian Institute of Geography and Statistics (IBGE), the Brazilian Cooperation Agency, the United Nations Population Fund (UNFPA) and the national statistical offices of Cabo Verde, Senegal and South Africa came together to establish reference centres for censuses, using electronic data collection, in the three African countries. The aim is to share the technical knowledge and experiences of the IBGE on data-gathering and censuses. In some countries, it also involves sharing technical devices, such as personal digital-assistant devices (a handheld device that combines computing, telephone/fax, Internet and networking features), to gather data. This initiative came about in response to the need of countries for reliable data in order to undertake policy evaluations, monitor progress, and ensure the transparency and accountability of national institutions.

The Knowledge-sharing on Census project between the national statistical departments of Brazil, Cabo Verde, Côte d'Ivoire and Senegal has enabled participating countries to learn from one another's local realities and improve national capacity to use data as a strategic tool to address national priorities and needs. The initiative reinforces the capacity of (a) participating governments to generate reliable statistics that will inform their design of public policies; (b) the populations of African countries who rely on public policies directed to their needs; and (c) the African statistical community, which will be able to share best practices in planning and management, implementation, processing, analysis and dissemination of data from censuses.

The initiative includes technical exchanges between Brazilian government officials and statistical experts of participating countries, workshops for capacity development and, in some cases, loans of personal digital-assistant devices. The knowledge-sharing has led to the increased institutional capacity of statistical institutes of the participating countries through the training of civil servants and statisticians and the sharing of technology. The initiative has helped countries to address data gaps and has contributed to improved equipping of countries to use proper technologies to collect data and utilize the data as a tool to address individual needs at the local level.



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The cooperation among national statistical authorities has enabled countries to share knowledge and concrete approaches to common challenges in designing and analysing data for development. The ongoing effort gives countries the tools that they need to conduct a census and become South-South providers for neighbouring countries. They do so by building on knowledge transfer with the IBGE, which enhances national capacity, facilitates decision-making and addresses people's needs at the local level. In addition, strengthening countries' ability to collect data has proven to be critical with respect to the Sustainable Development Goals and national development overall.

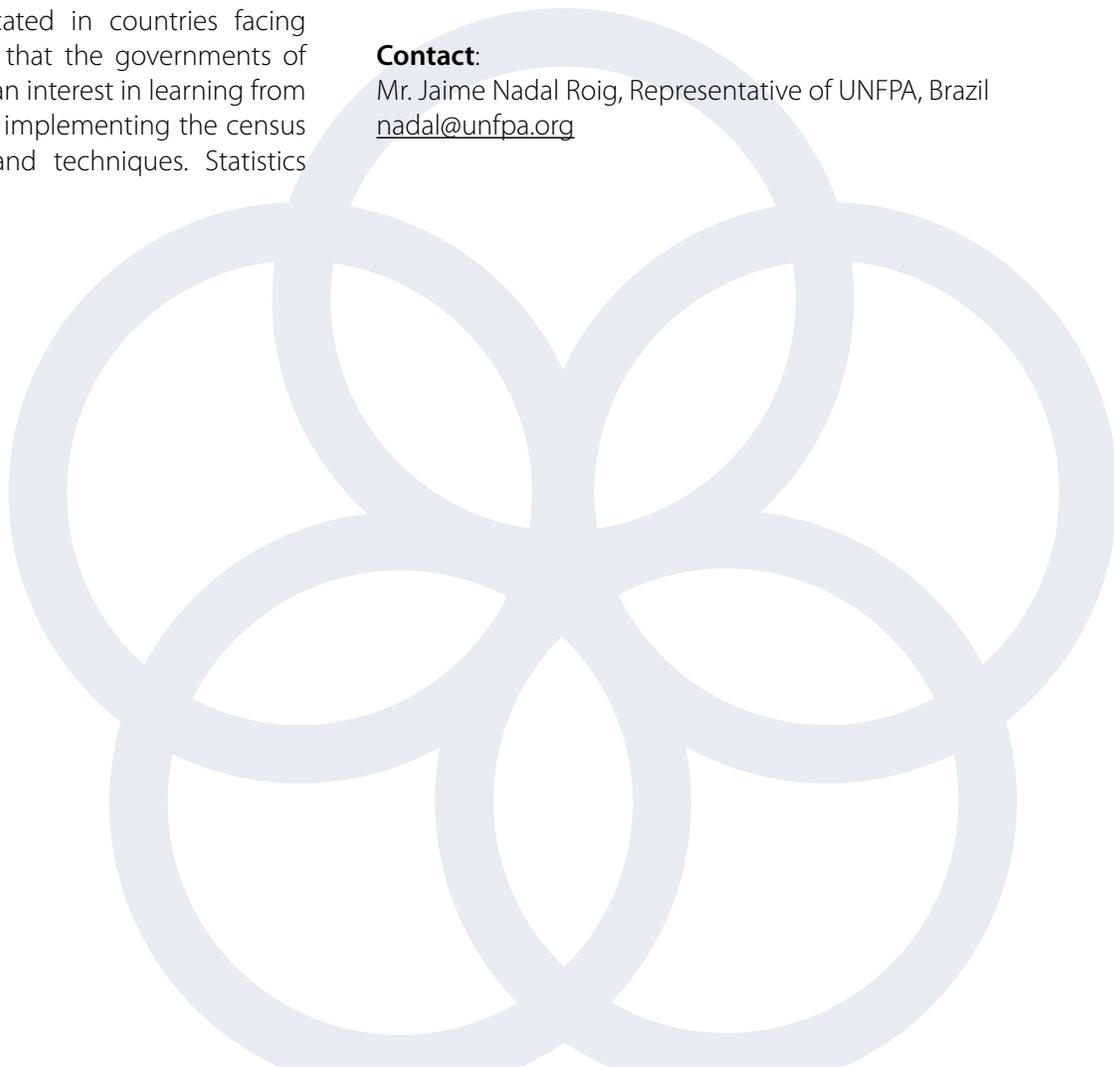
The project can be replicated in countries facing similar situations, provided that the governments of each country demonstrate an interest in learning from challenges and solutions in implementing the census using new technologies and techniques. Statistics

South Africa, the National Agency of Statistics and Demography of Senegal and the National Institute of Statistics of Cabo Verde host the reference centres that will assist other African countries in the use of personal digital-assistant devices for data collection.

The initiative aims to reach as great a number of interested countries as possible. It is expected to benefit 17 out of the 58 African countries that will hold their population and housing censuses between 2015 and 2024. The project partners include the Brazilian Cooperation Agency, the IBGE, Cabo Verde, Côte d'Ivoire, Senegal and the UNFPA country offices in the three African countries.

**Contact:**

Mr. Jaime Nadal Roig, Representative of UNFPA, Brazil  
[nadal@unfpa.org](mailto:nadal@unfpa.org)



**Project name:** Knowledge-sharing on Census

**Countries:** Brazil, Cabo Verde, Côte d'Ivoire, Senegal, South Africa

**Sustainable Development Goal target:** 17.8

**Supported by:** Brazil, UNFPA

**Implementing entity:** Brazilian Institute of Geography and Statistics (IBGE)

**Project status:** Ongoing

**Project period:** 2012-2017

**Related resources:** Press release of the agreement between Senegal and Brazil; UNFPA Brazil.



# Regional Public Goods Initiative

## Supporting innovative South-South cooperation in Latin America and the Caribbean

### Challenge

The social and economic well-being of countries in Latin America and the Caribbean, as in many regions, depends heavily on regional cooperation and the protection and sharing of regional public goods. These can range from economic development projects in transport, energy, telecommunications, trade facilitation and competitiveness to social development projects in health, disaster risk management, environment, housing, and food and nutrition. By tackling these common challenges together, the countries can improve the quality of life of the region's populations.<sup>1</sup>

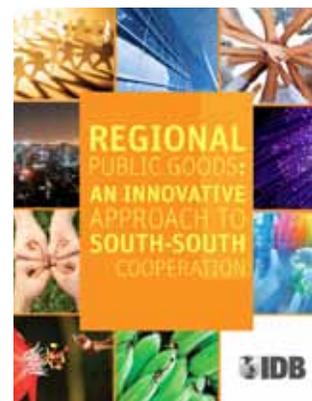
### Towards a Solution

In 2004, the Inter-American Development Bank (IADB) created the Regional Public Goods Initiative to respond to this need. The Initiative aims to finance projects that have the potential to generate significant shared benefits and positive spillover effects through the production of regional public goods, defined by the Initiative "as goods, services or resources that are produced and consumed collectively by the public sector and, if appropriate, the private, non-profit sector in a minimum of three borrowing member countries of the IDB". Such a regional approach will be a key contribution to achieve several SDGs, such as climate change, since shared seas such as the Caribbean, river basins such as La Plata or shared forests such as the Amazon are regional public goods that need to be managed and protected by neighbouring countries.

The Initiative is based on the premise that Latin American and Caribbean countries share development challenges and opportunities that they can address more effectively and efficiently through regional collective action and cooperation, producing benefits that they cannot achieve individually or only at a higher cost. The Initiative does not finance projects exclusively for the unilateral transfer of capacity, experience and knowledge from one country to another country or group of countries and is therefore a prime example of a Southern-grown horizontal cooperation model.

The methodological approach seeks to ensure: (a) the competitive allocation of funds; (b) a demand-driven focus; (c) the aims of South-South cooperation, especially horizontal innovation, knowledge transfer and institution-building in the region; (d) a focus on operational value chains that generate regional solutions that are mainstreamed into national reforms or investments; (e) use of the Initiative as a laboratory of ideas for regional collective action; (f) collective action whereby partner countries and institutions together decide their goals and how to achieve them, with equal access to the products generated collectively; and (g) strategic allocation of resources and thematic focus. Selection criteria for projects include alignment with the IADB goals, objectives and priorities (reduce inequality, increase productivity, deepen economic integration), with cross-cutting issues such as gender, equality and diversity, environmental sustainability and enhancement of the rule of law considered a plus.

<sup>1</sup> <https://publications.iadb.org/bitstream/handle/11319/6469/Regional%20Public%20Goods%202014-Integration%20and%20Trade.pdf?sequence=1>



**To date, the Regional Public Goods Initiative has financed more than 130 projects in Latin America and the Caribbean for more than \$100 million.**

Several projects have had an outstanding impact in different areas:

- Leveraging and linking software (regulatory frameworks) and hardware (investments in infrastructure) interventions in integration through the Mesoamerican Observatory for Freight and Logistics that informs the design of public policies to improve the efficiency of cross-border transportation systems that has led to \$650 million in IADB investment loans;
- Responding to demand in integration beyond the free movement of goods, services and capital by establishing a regional engineering accreditation system for the Greater Caribbean, generating a single marketplace and economies of scale;
- Addressing asymmetries and promoting cohesion through South-South cooperation through the creation of a single social security database in the Southern Common Market (MERCOSUR), which allows migrant workers to accumulate pension benefits across countries and enjoy the benefits in their country of retirement;
- Promoting the accumulation of knowledge and innovation through cooperation to design solutions for the management of high-cost medications to improve efficiency and generate savings among public health agencies;
- Generating regional strategies for joint action in global forums by establishing the Financial Stability and Development Group among the central banks of Brazil, Colombia, Peru, the Plurinational State of Bolivia and Uruguay; and
- Achieving efficiency and quality of public services through the creation of a regional protocol for the procurement and quality control of 37 pharmaceuticals in Central America that is also saving millions of dollars each year for public hospitals.

Countries work together to conceive innovative regional development solutions suited to their development contexts and, in the process, partner with institutions and organizations from inside and outside the region, including donors, to inform and enrich the process of regional decision-making.

The Initiative builds sustainability into its model, with countries generating development solutions through collective action, forging regional partnerships, and building local capacities for long-term sustainability through national development reforms and investments.

Financed regional public goods projects have spillover effects in scale and scope as they allow countries to join during execution and adapt development solutions to different contexts. The model can be replicated in other regions and applied across regions (e.g., trans-Pacific public goods) or at the global level.

The Regional Public Goods Initiative partners include: (a) the public and private non-profit sectors of Latin American and Caribbean countries; (b) international or hemispheric organizations, foundations and cooperation agencies outside Latin America and the Caribbean that may serve as strategic partners, advisers and/or co-financers; and (c) IADB, which acts as financier, broker and technical adviser.

**Contact:**

Mr. Joaquim Tres, Regional Public Goods Initiative Coordinator, IADB  
[jtres@iadb.org](mailto:jtres@iadb.org)  
General information:  
[bpr@iadb.org](mailto:bpr@iadb.org)

**Project name:** Regional Public Goods Initiative

**Countries:** Argentina, Bahamas, Barbados, Belize, Bolivia (Plurinational State of), Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, Uruguay, Venezuela (Bolivarian Republic of)

**Sustainable Development Goal targets:** 17.9, 17.16, 17.17

**Supported by:** All 48 Inter-American Development Bank (IADB) member countries

**Implementing entity:** IADB

**Project status:** Ongoing

**Project period:** 2004 to present

**URL of the practice:** <http://www.iadb.org/en/topics/regional-integration/what-is-the-regional-public-goods-program,2803.html>

**Related resources:** Regional Public Goods: An Innovative Approach to South-South Cooperation; Twitter 1; Twitter 2



# South-South Cooperation Multilateral Platform on the International Conference on Population and Development for Latin America and the Caribbean

A regional tool that facilitates knowledge exchange on sexual and reproductive health and reproductive rights issues

## Challenge

South-South cooperation has grown exponentially in Latin America and the Caribbean (LAC) in the past decade. Many of the region's middle-income countries have become active proponents of South-South partnerships and have strengthened their capacities in different areas of the International Conference on Population and Development (ICPD) mandate. As a result, the needs and demands for ICPD knowledge transfer have not only intensified but also become specialized. As the countries in the region tend to strengthen their macroeconomic frameworks, they also express more specific demands for efficient and effective knowledge in different areas of the ICPD mandate.<sup>1</sup>

## Towards a Solution

In 2012, the UNFPA Latin America and the Caribbean Regional Office launched the Regional South-South Cooperation Multilateral Platform on ICPD, an online tool that gives users direct access to the region's experiences. The objective of the Platform is to encourage and promote South-South cooperation on issues relating to the mandate of ICPD and UNFPA. It does so by facilitating countries' access to concrete, results-oriented knowledge that can be quickly adapted and tailored to country-specific needs and priorities. Beyond enhancing traditional offer-demand knowledge-sharing between countries, the Platform broadens dialogue for collaborative knowledge-building and joint efforts in order to address ICPD-related challenges and priorities.

The Platform is one component of the UNFPA South-South cooperation regional strategy. The online tool facilitates real-time dialogue, negotiation and exchange of knowledge acquired through actual experiences at the national and local levels. Dialogue and exchange take place among peers of national institutions in countries demanding or offering to share their knowledge in addressing ICPD goals in a horizontal manner. UNFPA local and regional offices facilitate the exchange and are in charge of quality assurance, follow-up, accountability and impact reporting. This online tool consolidates information on the monitoring, transfer and documentation of government investments and efforts to address ICPD gaps and to enhance alliances by building on one another's knowledge and capacities.

The Platform constitutes an umbrella mechanism that addresses the technical needs of countries through a network of associated governments. All countries can use the Platform, but some may assume the role of providers and others of recipients depending on their technical needs. Interested countries can access the platform and, if they find an area of interest, UNFPA will facilitate the exchange. Through the Platform, countries can communicate via teleconference and online forums, create and follow up

<sup>1</sup> [https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&ved=0ahUKEwjZr7uclP\\_LAhVH2R4KHVNDAOEQFgghMAE&url=https%3A%2F%2Fexecutiveboard.unfpa.org%2FdownloadDoc.unfpa%3FfileName%3DLACRO\\_merged.pdf~19-44-2014-11-44-26-418&usq=AFQJCNF3Z8Cf-7yV-JNMiTuOo7s4Zb1g-g&bvm=bv.118817766,d.eWE](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&ved=0ahUKEwjZr7uclP_LAhVH2R4KHVNDAOEQFgghMAE&url=https%3A%2F%2Fexecutiveboard.unfpa.org%2FdownloadDoc.unfpa%3FfileName%3DLACRO_merged.pdf~19-44-2014-11-44-26-418&usq=AFQJCNF3Z8Cf-7yV-JNMiTuOo7s4Zb1g-g&bvm=bv.118817766,d.eWE)

on initial exploratory cooperation missions, define the budget, activities and outcomes of the cooperation, and monitor and evaluate initiatives.

The Platform has successfully facilitated South-South cooperation initiatives in the region with the involvement of national institutions in Guatemala and Colombia and a couple in Africa. The countries that have already signed memorandums of understanding for South-South cooperation include Chile, Colombia, Ecuador, El Salvador, Guatemala and Uruguay (via multilateral agreements with UNFPA). Colombia had two initiatives under the Platform: sharing its experiences in working with local governments, linking population variables to plan for prioritizing regional development and sexual and reproductive health services for young people, and organizing peer support groups, which began in a pilot municipality before spreading to all of the country's health centres.

The Platform facilitates the matching of supply and demand, identifying country's strengths and areas in need of collaboration and facilitating peer-to-peer exchanges, thereby helping countries in their local and national development efforts. It increases countries' ability to access technical and scientific information and innovative solutions that will enable them to

tackle their sustainable development goals. UNFPA has contributed with seed funding while governments provided both financial and in-kind resources. Institutional costs relate mostly to hosting the Platform, including the staff who manage, monitor and verify requests. Countries can also sponsor the initiative either through financial or in-kind resources, such as Colombia did by providing \$300,000 to increase South-South cooperation initiatives within and beyond the region. The Platform is easily accessible and can easily be expanded to other regions. Also, it is available in English, French, Spanish and Portuguese. The sole condition for its replication is that countries continue to use it and designate an institutional focal point.

Partners include the UNFPA Latin America and the Caribbean Regional Office and countries in the region (Chile, Colombia, Ecuador, El Salvador, Guatemala, Uruguay) that have signed a South-South cooperation memorandum of understanding expressing their willingness and commitment to contribute to regional and extraregional multilateral cooperation horizontally, following the offer-and-demand principle.

**Contact:**

Ms. Selina Banos  
[banos@unfpa.org](mailto:banos@unfpa.org)

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**Countries:** Countries in the Latin America and the Caribbean region  
**Sustainable Development Goal target:** 17.6  
**Supported by:** UNFPA  
**Implementing entities:** National Institutions designated by ministers of foreign affairs  
**Project status:** Ongoing  
**Project period:** 2012 to present  
**URL of the practice:** <http://lac.unfpa.org/en/node/563> (spanish only)

# ANNEX: LIST OF SDGS AND TARGETS<sup>1</sup>



<sup>1</sup> <https://sustainabledevelopment.un.org/?menu=1300>



End poverty in all its forms everywhere

### Targets

- 1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day
- 1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions
- 1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable
- 1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance
- 1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters
- 1.a Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions
- 1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions



End hunger, achieve food security and improved nutrition and promote sustainable agriculture

### Targets

- 2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round
- 2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons
- 2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment
- 2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality
- 2.5 By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed
- 2.a Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries
- 2.b Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round
- 2.c Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility



Ensure healthy lives and promote well-being for all at all ages

## Targets

- 3.1** By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births
- 3.2** By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births
- 3.3** By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases
- 3.4** By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being
- 3.5** Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol
- 3.6** By 2020, halve the number of global deaths and injuries from road traffic accidents
- 3.7** By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes
- 3.8** Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all
- 3.9** By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination
- 3.a** Strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate
- 3.b** Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all
- 3.c** Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States
- 3.d** Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

## Targets

- 4.1** By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes
- 4.2** By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education
- 4.3** By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university
- 4.4** By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
- 4.5** By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations
- 4.6** By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy
- 4.7** By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development
- 4.a** Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all
- 4.b** By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries
- 4.c** By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States



Achieve gender equality and empower all women and girls

### Targets

- 5.1** End all forms of discrimination against all women and girls everywhere
- 5.2** Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
- 5.3** Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation
- 5.4** Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate
- 5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
- 5.6** Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences
- 5.a** Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws
- 5.b** Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women
- 5.c** Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels



Ensure availability and sustainable management of water and sanitation for all

### Targets

- 6.1** By 2030, achieve universal and equitable access to safe and affordable drinking water for all
- 6.2** By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations
- 6.3** By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally
- 6.4** By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity
- 6.5** By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate
- 6.6** By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes
- 6.a** By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies
- 6.b** Support and strengthen the participation of local communities in improving water and sanitation management

## 7 AFFORDABLE AND CLEAN ENERGY



Ensure access to affordable, reliable, sustainable and modern energy for all

### Targets

- 7.1** By 2030, ensure universal access to affordable, reliable and modern energy services
- 7.2** By 2030, increase substantially the share of renewable energy in the global energy mix
- 7.3** By 2030, double the global rate of improvement in energy efficiency
- 7.a** By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology
- 7.b** By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States, and land-locked developing countries, in accordance with their respective programmes of support

## 8 DECENT WORK AND ECONOMIC GROWTH



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

### Targets

- 8.1** Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries
- 8.2** Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors
- 8.3** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
- 8.4** Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead
- 8.5** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
- 8.6** By 2020, substantially reduce the proportion of youth not in employment, education or training
- 8.7** Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms
- 8.8** Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment
- 8.9** By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products
- 8.10** Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all
- 8.a** Increase Aid for Trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries
- 8.b** By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization

## 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

### Targets

- 9.1** Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all
- 9.2** Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries
- 9.3** Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets
- 9.4** By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities
- 9.5** Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending
- 9.a** Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States
- 9.b** Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities
- 9.c** Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020

## 10 REDUCED INEQUALITIES



Reduce inequality within and among countries

### Targets

- 10.1** By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average
- 10.2** By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
- 10.3** Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard
- 10.4** Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality
- 10.5** Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations
- 10.6** Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions
- 10.7** Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies
- 10.a** Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements
- 10.b** Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes
- 10.c** By 2030, reduce to less than 3 per cent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 per cent



**11 SUSTAINABLE CITIES AND COMMUNITIES**  
Make cities and human settlements inclusive, safe, resilient and sustainable

### Targets

- 11.1** By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums
- 11.2** By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons
- 11.3** By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries
- 11.4** Strengthen efforts to protect and safeguard the world's cultural and natural heritage
- 11.5** By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations
- 11.6** By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management
- 11.7** By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities
- 11.a** Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning
- 11.b** By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels
- 11.c** Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials



**12 RESPONSIBLE CONSUMPTION AND PRODUCTION**  
Ensure sustainable consumption and production patterns

### Targets

- 12.1** Implement the 10-year framework of programmes on sustainable consumption and production, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries
- 12.2** By 2030, achieve the sustainable management and efficient use of natural resources
- 12.3** By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses
- 12.4** By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment
- 12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
- 12.6** Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
- 12.7** Promote public procurement practices that are sustainable, in accordance with national policies and priorities
- 12.8** By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature
- 12.a** Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production
- 12.b** Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products
- 12.c** Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities



Take urgent action to combat climate change and its impacts\*



Conserve and sustainably use the oceans, seas and marine resources for sustainable development

## Targets

- 13.1** Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
- 13.2** Integrate climate change measures into national policies, strategies and planning
- 13.3** Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
- 13.a** Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible
- 13.b** Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities

\* Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change.

## Targets

- 14.1** By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution
- 14.2** By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans
- 14.3** Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels
- 14.4** By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics
- 14.5** By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information
- 14.6** By 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, eliminate subsidies that contribute to illegal, unreported and unregulated fishing and refrain from introducing new such subsidies, recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the World Trade Organization fisheries subsidies negotiation
- 14.7** By 2030, increase the economic benefits to small island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism
- 14.a** Increase scientific knowledge, develop research capacity and transfer marine technology, taking into account the Intergovernmental Oceanographic Commission Criteria and Guidelines on the Transfer of Marine Technology, in order to improve ocean health and to enhance the contribution of marine biodiversity to the development of developing countries, in particular small island developing States and least developed countries
- 14.b** Provide access for small-scale artisanal fishers to marine resources and markets
- 14.c** Enhance the conservation and sustainable use of oceans and their resources by implementing international law as reflected in UNCLOS, which provides the legal framework for the conservation and sustainable use of oceans and their resources, as recalled in paragraph 158 of The Future We Want



Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

### Targets

- 15.1** By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements
- 15.2** By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally
- 15.3** By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world
- 15.4** By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development
- 15.5** Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species
- 15.6** Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed
- 15.7** Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products
- 15.8** By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species
- 15.9** By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts
- 15.a** Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems
- 15.b** Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation
- 15.c** Enhance global support for efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

### Targets

- 16.1** Significantly reduce all forms of violence and related death rates everywhere
- 16.2** End abuse, exploitation, trafficking and all forms of violence against and torture of children
- 16.3** Promote the rule of law at the national and international levels and ensure equal access to justice for all
- 16.4** By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime
- 16.5** Substantially reduce corruption and bribery in all their forms
- 16.6** Develop effective, accountable and transparent institutions at all levels
- 16.7** Ensure responsive, inclusive, participatory and representative decision-making at all levels
- 16.8** Broaden and strengthen the participation of developing countries in the institutions of global governance
- 16.9** By 2030, provide legal identity for all, including birth registration
- 16.10** Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements
- 16.a** Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime
- 16.b** Promote and enforce non-discriminatory laws and policies for sustainable development



Strengthen the means of implementation and revitalize the global partnership for sustainable development

## Targets

### Finance

- 17.1** Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection
- 17.2** Developed countries to implement fully their official development assistance commitments, including the commitment by many developed countries to achieve the target of 0.7 per cent of ODA/GNI to developing countries and 0.15 to 0.20 per cent of ODA/GNI to least developed countries; ODA providers are encouraged to consider setting a target to provide at least 0.20 per cent of ODA/GNI to least developed countries
- 17.3** Mobilize additional financial resources for developing countries from multiple sources
- 17.4** Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress
- 17.5** Adopt and implement investment promotion regimes for least developed countries

### Technology

- 17.6** Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism
- 17.7** Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed
- 17.8** Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology

### Capacity-Building

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

## Trade

- 17.10** Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda
- 17.11** Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020
- 17.12** Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access

## Systemic issues

### *Policy and Institutional coherence*

- 17.13** Enhance global macroeconomic stability, including through policy coordination and policy coherence
- 17.14** Enhance policy coherence for sustainable development
- 17.15** Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development

### *Multi-stakeholder partnerships*

- 17.16** Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries
- 17.17** Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

### *Data, monitoring and accountability*

- 17.18** By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts
- 17.19** By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries





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